



Solomon Islands Government

MINISTRY OF PUBLIC SERVICE



QUARTER 1 REPORT

2026

January – April

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Compiled by MEL Unit

Ministry of Public Service

Permanent Secretary Foreword

I am pleased to present the Ministry of Public Service Quarter 1 Performance Report for 2026. This report provides an overview of the Ministry’s progress, achievements, emerging challenges, and areas requiring continued attention during the first three months of the year, while reflecting our commitment to supporting the Solomon Islands Government in building a capable, responsive, professional, and accountable public service.

Quarter 1 has provided an important foundation for progressing key public sector reforms and strengthening the systems that support the management and development of the Public Service. The Ministry has continued to advance initiatives aimed at improving the conditions, effectiveness, and performance of public servants, including the rollout of the Public Service Remuneration Review to promote a more equitable and consistent remuneration system and introduce contractual arrangements for senior management. These measures are intended to strengthen fairness, recognise responsibility, and improve leadership effectiveness across the Public Service.

The Ministry has also continued to address the welfare and working conditions of public servants through the Public Service Housing Assistance Initiative, while strengthening the legislative and policy foundations of the Public Service through preparations associated with the Public Service Bill. These reforms are important in establishing clearer standards for accountability, transparency, ethical conduct, and performance across government institutions.

Despite the progress achieved during the quarter, the Ministry recognises that implementation continues to face difficulties. Financial and operational limitations, increasing demands on available resources, and changing government priorities influence the pace and scope of programme delivery. The Ministry has therefore continued to apply performance monitoring and evidence-based approaches to identify progress, address implementation gaps, and make timely adjustments, with the Traffic Light Reporting System providing management with a clear picture of performance and strengthening accountability for planned results.

The period ahead will require renewed attention to translating the objectives of the Public Service Transformation Strategy into practical and measurable improvements, particularly through its two key pillars of Workforce and Institutional interventions. This will involve strengthening workforce planning, developing effective leadership, improving institutional systems and capabilities, and promoting a workplace culture founded on professionalism, integrity, accountability, and excellence in service delivery.



Mr. Luke Cheka

Permanent Secretary

Ministry of Public Service

Solomon Islands Government

Abbreviations

AS	Assistant Secretary
APTC	Australia Pacific Technical Corporation
APSC	Australian Public Service Commission
AWP	Annual Work Plan
AMP	Attendance Management Policy
COLA	Cost of Living Allowance
COC	Code of Conduct
GNUT	Government for National Unity and Transformation
DFAT	Department of Foreign Affairs and Trade
ERESA	Early Retirement Economic Stimulus Assistant
FC	Financial Controller
FMA	Financial Management Act
GESI	Gender Equality and Social Inclusion
GPM	Governance and Performance Management
GNUT	Government for National Unity and Advancement
HRD	Human Resource Development
HRM	Human Resource Manager
HRMIS	Human Resource Management System
IPAM	Institute of Public Administration
ISIA	Institute of Solomon Islands Accountants
JLSC	Justice and Legal Service Commission
KPI	Key Performance Indicator
KYPS	Know Your Public Service
LDSB	Long Dedicated Service Benefit
MWYCFA	Ministry of Women, Youth, Children and Family Affairs
M&E	Monitoring and Evaluation
MOFT	Ministry of Finance and Treasury
MPS	Ministry of Public Service
MPGIS	Ministry of Provincial Government and Institutional Strengthening
PCSC	Police and Correctional Service Commission
PMP	Performance Management Policy
PDA	Public Sector Development Academy
PSHA	Public Service Housing Assistance
PSHP	Public Service Housing Policy
PSHRS	Public Service Housing Rental Scheme
PSTS	Public Service Transformation Strategy
SIICAC	Solomon Islands Independent Commission Against Corruption
SIPS	Solomon Islands Public Service
SITESA	Solomon Islands Tertiary Education and Skills Authority

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Executive Summary

The Ministry of Public Service (MPS) commenced 2026 with encouraging progress in advancing public sector reform priorities, strengthening institutional performance, and enhancing service delivery across the Solomon Islands Public Service. Quarter 1 results demonstrate continued implementation of key strategic initiatives, with several divisions achieving strong performance while others continue to make steady progress toward planned targets. Overall, the Ministry remains focused on improving governance, workforce capability, and organizational effectiveness under the Public Service Transformation Strategy. Performance across the Ministry highlights varying levels of achievement, reflecting both areas of strength and opportunities for further improvement. The Public Service Commission (PSC) recorded 67% Green performance, indicating that most planned activities were successfully completed during the quarter while the remaining activities continue to progress toward completion. This result reflects the Commission's ongoing commitment to strengthening oversight, maintaining merit-based human resource management, and supporting effective governance across the public service.

The Governance and Performance Management Division (GPMD) achieved 80% Yellow performance, demonstrating that the majority of planned activities are actively underway but require additional time and coordination before completion. While no activities reached Green status during the reporting period, the results indicate positive implementation momentum and provide a solid foundation for improved performance in subsequent quarters.

The Workforce Management Division (WMD) continued its positive trajectory, recording 42% Green and 50% Yellow performance. More than ninety percent of the division's activities are either completed or progressing as planned, reflecting continued improvements in workforce planning, policy implementation, and human resource management. These results demonstrate sustained progress toward strengthening workforce capability and supporting broader public service reforms.

The Institute of Public Administration and Management (IPAM) achieved a strong 71% Green performance, highlighting its continued success in delivering training, leadership development, and capacity-building programmes for public officers. The Institute remains a key contributor to developing a skilled and professional public service workforce while continuing to strengthen institutional learning and development initiatives.

Corporate Services recorded 57% Green performance, reflecting steady delivery of essential financial, administrative, procurement, and corporate support functions. Although several activities remain in progress, the division continues to provide the operational foundation necessary to support effective implementation of the Ministry's strategic priorities.

Overall, the Quarter 1, 2026 performance demonstrates that the Ministry is maintaining steady progress in implementing its strategic objectives despite varying levels of achievement across divisions. Continued attention to completing ongoing activities, strengthening coordination, and accelerating implementation will be essential to improving overall performance in the coming quarters. By building on current achievements and addressing areas requiring additional focus, the Ministry is well positioned to enhance accountability, improve organizational performance, and deliver quality public services in support of national development priorities.

Reporting Methodology

With the endorsement and introduction of the Public Service Monitoring, Evaluation, Accountability, and Learning Framework, the Ministry of Public Service (MPS) now utilizes a structured mixed-methods approach for its quarterly performance reporting, combining both qualitative and quantitative data to assess the progress of each division. The Quarterly reports data provided for reporting are provided for in the Output Key Result Areas Indicators of the PS MEAL Framework. All data collected revolves around those indicators that forms the baseline for continuous implementation trends monitoring. Central to this approach is the ex-ante performance assessment methodology, which evaluates divisional progress by comparing actual results against predetermined targets outlined in annual work plans. This proactive evaluation enables the Ministry to identify implementation gaps early in the cycle and take corrective actions before the year concludes. Each division's targets are agreed upon at the beginning of the year and serve as performance benchmarks throughout the reporting period.

A core feature of the methodology is the use of a Traffic Light Reporting System, which provides a clear, visual summary of divisional performance against key indicators. This system assigns color codes green, yellow, and red to indicate varying levels of progress. Green signifies that activities are on track, yellow indicates partial progress with challenges, and red flags areas with minimal or no advancement requiring urgent attention. This standardized tool supports consistent performance evaluation across divisions and helps simplify complex data into actionable insights for stakeholders and decision-makers.

The reporting process also integrates both quantitative and qualitative dimensions to ensure a holistic evaluation of performance. Quantitative data, such as the percentage of completed activities and level of target achievement, is complemented by qualitative narratives that highlight implementation challenges, lessons learned, and contextual factors affecting progress. This dual lens not only enhances the richness of the analysis but also ensures that the numbers are grounded in real-world circumstances, improving the credibility and usefulness of the findings.

To support this system, each MPS division is responsible for submitting a Traffic Light Divisional Report, which feeds into the consolidated quarterly performance assessment. These reports are activity-based, tracking implementation status while also assessing the likelihood of achieving strategic outcomes. Particular attention is given to alignment with overarching priorities, such as the Public Service Transformation Strategy (PSTS), the Government for National Unity and Advancement (GNUT) priorities, and the MPS Corporate Plan. Ultimately, this methodology ensures that performance reporting is evidence-based, forward-looking, and aligned with national development goals.

The methodology for assessing divisional performance in the Ministry of Public Service (MPS) is based on a Traffic Light Reporting System, as clearly illustrated in the table provided below. This system uses four color-coded categories, Green, Yellow, Orange, and Red to evaluate the status of activities or outputs against planned targets. It provides a standardized and visual way to monitor implementation progress and guide management decisions.

1. Green (76–100% Completed) – On Track / Achieved

Green represents the highest level of performance. Activities or outputs within this range are either fully achieved or progressing well. This indicates that the division is effectively implementing its work plan with little to no issues and is aligned with expected timelines and quality standards.

2. Yellow (51–75% Completed) – Minor Issues

Yellow is used when activities are progressing but facing some minor challenges. Although more than half of the work is completed, certain issues may require attention to prevent further delays or underperformance. This status serves as an early warning signal and prompts divisions to address obstacles before they become critical.

3. Orange (26–50% Completed) – Not Progressing Well

Orange indicates that activities are lagging significantly. With only 26–50% of the planned work completed, the division is struggling to meet its targets. This status suggests that key implementation problems are present, and without prompt management intervention, the division may fail to deliver expected outputs.

4. Red (1–25% Completed) – Off-Track / Needs Management Attention

Red is the most critical status, showing that activities are either severely delayed or not initiated at all. Less than a quarter of the planned work has been completed at this stage. It signals the need for urgent managerial review, re-planning, or possible activity restructuring. In some cases, activities in red may be archived if deemed no longer viable.

This Traffic Light Methodology is integral to the MPS's performance assessment and the Public Service Monitoring, Evaluation, Accountability and Learning Frameworks, enabling divisions to monitor progress objectively and respond appropriately. It also feeds into the overall quarterly and annual performance reports, ensuring accountability, transparency, and informed decision-making across the Ministry.

Table 1. Traffic Light Reporting Table

Traffic Light	Meaning	Percentage of work (Outputs /Activities) completed
	Activities /outputs were on track, successfully achieved or is progressing well	76- 100 %
	Activities /Outputs were progressing with minor issues	51-75 %
	Activities /Outputs were not progressing well	26-50%
	Activities /Outputs were off-track/not archived – Needs Management attentions	1-25 %

1. Introduction

The Ministry of Public Service (MPS) presents its Quarter 1 Performance Report for 2026, outlining the Ministry’s progress during the first three months of the year in implementing its Annual Work Plan (AWP) and advancing priorities under the Public Service Transformation Strategy. The report provides a comprehensive assessment of programme implementation, divisional performance, and institutional achievements across the Ministry’s five operational divisions: the Public Service Commission (PSC), Governance and Performance Management (GPM), Workforce Management (WFM), the Institute of Public Administration and Management (IPAM), and Corporate Services. As the first reporting period of the year, Quarter 1 focused on establishing implementation momentum, strengthening operational planning, and progressing key reform initiatives that will guide performance throughout 2026. The Ministry continued to reinforce good governance, improve workforce management practices, strengthen institutional capacity, and enhance the systems that support effective public service delivery.

Public Service Commission (PSC): Recorded 67% Green performance, reflecting solid progress in delivering its core mandate of overseeing merit-based appointments, promotions, disciplinary processes, and human resource governance. The Commission continued to strengthen accountability and support sound decision-making across the Public Service.

Governance and Performance Management (GPM): Achieved 80% Yellow performance, indicating that most planned activities are progressing according to schedule. During the quarter, the division continued advancing governance reforms, strengthening performance monitoring systems, and supporting implementation of key policy and planning initiatives that will contribute to improved organizational performance throughout the year.

Workforce Management (WFM): Recorded 42% Green and 50% Yellow performance, demonstrating continued implementation of workforce planning, establishment reviews, human resource policy development, and compliance activities. The division maintained its focus on strengthening workforce planning and supporting Ministries through improved human resource management practices.

Institute of Public Administration and Management (IPAM): Achieved 71% Green performance, reflecting continued delivery of professional development and capacity-building programmes for public officers. IPAM remained committed to enhancing leadership, technical competencies, and organizational capability to support an effective and professional public service.

Corporate Services: Recorded 57% Green performance while continuing to provide essential financial, procurement, administrative, ICT, and logistical support to all divisions. The division maintained effective internal operations and ensured that corporate services remained responsive to the Ministry’s operational and strategic requirements.

The Quarter 1 results demonstrate that the Ministry has established a positive foundation for 2026, with significant progress already evident across several strategic priority areas. While some activities remain in progress and will continue into subsequent quarters, the Ministry remains committed to strengthening implementation, improving performance outcomes, and delivering a responsive, accountable, and high-performing public service that contributes to the national development aspirations of Solomon Islands

2. Ministry of Public Service Quarter 1 Performance

2.0. Public Service Commission

Public Service Commission Quarter 1 Performance

The Public Service Commission (PSC) recorded a strong performance in the implementation of its 2026 Annual Work Plan during Quarter 1, with 67% of planned activities achieving green status, indicating that the majority of activities were completed on schedule and in accordance with expected targets. This is shown in Fig 1. This demonstrates effective planning, coordination, and execution of key priorities during the first quarter of the year.

However, 33% of activities were rated Red, indicating that a significant proportion of planned outputs were either not achieved, substantially delayed, or faced major implementation challenges requiring immediate management attention. While the overall performance remains positive due to most activities being delivered successfully, the presence of one-third of activities in the red category highlights areas where implementation bottlenecks, resource constraints, competing priorities, or operational challenges may have affected progress.

The chart further indicates that 33% of activities were rated Red, signifying that approximately one-third of the Ministry's planned outputs for Quarter 1 were either not achieved, experienced significant delays, or encountered major implementation challenges that prevented completion within the reporting period. Activities in the Red category generally require immediate management attention, as they represent areas where planned targets were not met and may have implications for the timely delivery of the Ministry's Annual Work Plan and broader Public Service Transformation Strategy.

Going forward, the Ministry will closely monitor all Red-rated activities through regular performance reviews and management oversight to ensure that implementation bottlenecks are addressed promptly, risks are mitigated, and delayed activities are progressively brought back on track. This proactive approach will support improved performance in subsequent quarters and contribute to the successful achievement of the Ministry's 2026 Annual Work Plan and Public Service Transformation Strategy objectives.

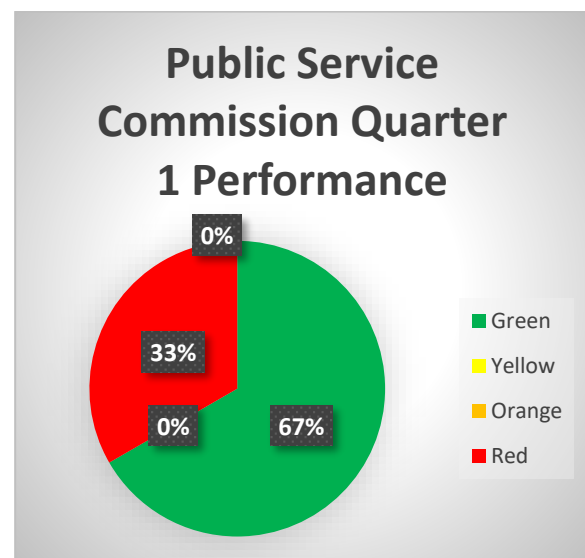


Figure 1. Public Service Commission Performance for Quarter 1 2026

Notably, there were no activities classified as Yellow or Orange (0%), suggesting that activities were either fully on track (Green) or experiencing significant performance issues (Red), with no projects falling into moderate-risk or partially delayed categories. This indicates a clear distinction between well-performing activities and those requiring substantial intervention.

Overall, the Quarter 1 results reflect a moderately strong start to the 2026 Annual Work Plan, with more than two-thirds of

activities progressing successfully. However, the Commission should prioritize addressing the challenges affecting the 33% of underperforming activities through targeted management support, closer monitoring, and timely corrective actions. Strengthening accountability mechanisms and regularly reviewing implementation progress will be essential to improving performance and ensuring that delayed activities are brought back on track in subsequent quarters.

2.1. Governance and Performance Management

Governance and Performance Management Quarter 1 Performance

The Governance and Performance Management Division recorded a moderate level of performance in the implementation of its 2026 Annual Work Plan during Quarter 1. The performance results indicate that 80% of planned activities were rated Yellow, while 20% were rated Orange, with no activities achieving green status (0%) and no activities classified as Red (0%).

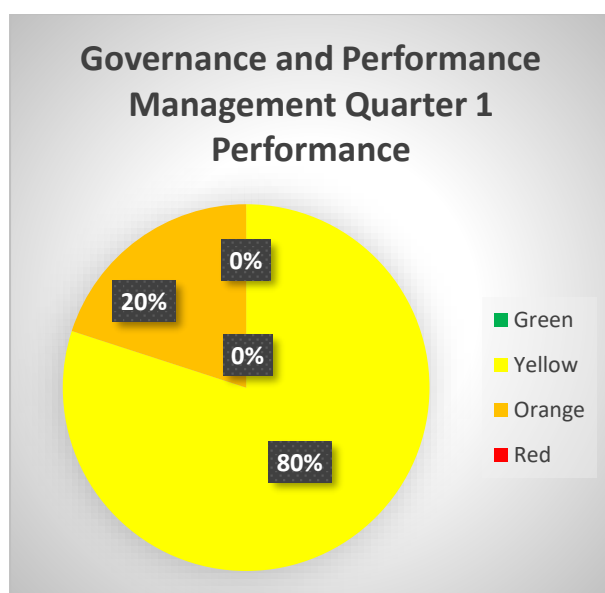


Figure 2. Governance and Performance Management Performance in Quarter 1 2026

The predominance of Yellow-rated activities suggests that most planned outputs were progressing but experienced minor delays or challenges that prevented them from being fully completed within the quarter. This indicates that implementation is generally moving in the right direction; however, additional effort, resources, and management attention will be required to ensure that these activities are brought back on schedule and achieve their intended results in subsequent quarters.

The 20% Orange rating highlights a smaller proportion of activities facing more significant implementation challenges. These activities may have encountered issues such as delays in decision-making, resource constraints, competing priorities, stakeholder engagement challenges, or capacity limitations that have affected progress. While these activities are not yet classified as critical underperformance, they require close monitoring and targeted intervention to prevent further slippage.

The absence of Green-rated activities indicates that none of the planned outputs were fully completed or progressing exactly as planned during the quarter. At the same time, the absence of Red-rated activities is a positive sign, demonstrating that no activities were severely delayed or at risk of non-delivery. This suggests that while implementation challenges exist, they remain manageable and can be addressed through timely corrective action.

Overall, the Quarter 1 results reflect a cautious but stable implementation environment, where activities are progressing but not yet at the desired performance level. Going forward, the Division should focus on strengthening implementation oversight, improving coordination among responsible officers, addressing identified bottlenecks, and accelerating the completion of outstanding activities. Enhanced monitoring and regular performance reviews will be critical to

moving yellow and orange activities into the green category and achieving stronger performance outcomes in future quarters.

2.2. Workforce Management

Workforce Management Division Quarter 1 Performance

The Workforce Management Division recorded a strong overall performance during Quarter 1, with the majority of its planned outputs either fully achieved or progressing satisfactorily. As illustrated in the performance chart, 42% of the Division's outputs were rated Green, indicating that these activities were completed on schedule and met the expected performance targets. A further 50% were assessed as Yellow, signifying that while implementation was progressing well, these outputs experienced minor delays or required additional attention to ensure completion within the planned timeframe.

Only 8% of the outputs fell within the orange category, reflecting activities that encountered moderate implementation challenges and will require focused management attention during the next quarter to improve progress. Notably, no outputs (0%) were classified as Red, indicating that there were no critically underperforming activities or major implementation failures during the reporting period.

Overall, the results demonstrate that the Workforce Management Division maintained positive implementation momentum, with 92% of outputs performing at green or yellow status. This reflects effective planning, coordination, and operational management despite ongoing challenges such as resource limitations, HRMIS (Aurion) system issues, and increasing service demands. Moving into the next quarter, priority

should be placed on accelerating the Orange-rated activities while sustaining the performance of green outputs and advancing Yellow-rated activities to full completion. This will further strengthen the Division's contribution to efficient workforce management and the achievement of the Ministry's strategic objectives.

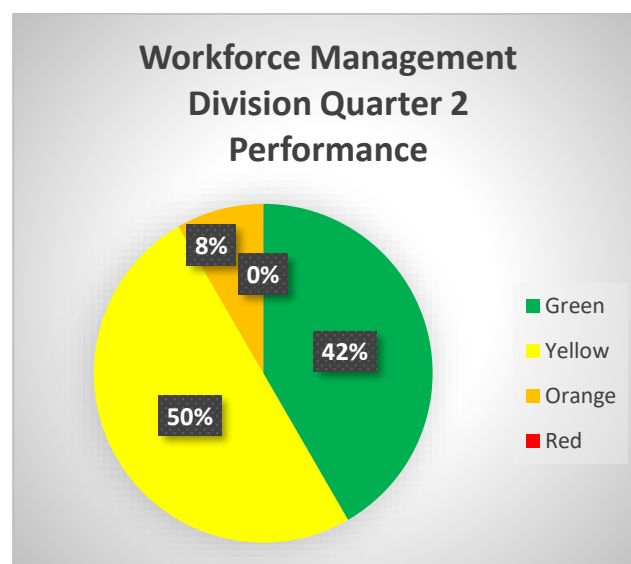


Figure 3. Workforce Management Performance for Quarter 1 2026

2.3. Institute of Public Administration and Management

Institute of Public Administration and Management (IPAM) – Quarter 1 Performance Analysis (2026)

The Institute of Public Administration and Management (IPAM) demonstrated a strong performance in implementing its 2026 Annual Work Plan during Quarter 1. The performance results indicate that 71% of planned activities were rated Green, while 29% were rated Yellow. No activities were classified as Orange or Red, reflecting a positive implementation trend and effective management of planned outputs. These results demonstrate IPAM's continued commitment to strengthening the knowledge, skills, and leadership

capabilities of public officers while maintaining steady progress towards achieving its strategic objectives for 2026.

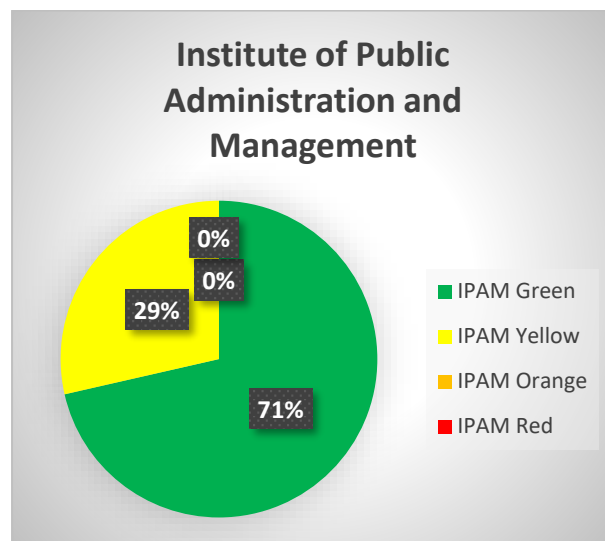


Figure 4. Institute of Public Administration and Management Performance Quarter 1 2026

The 71% Green rating signifies that the majority of planned activities were completed on schedule and achieved their intended targets within the reporting period. This performance reflects effective planning, coordination, and execution of IPAM's training, capacity-building, and institutional development initiatives. The high proportion of Green-rated activities demonstrates the Institute's commitment to delivering quality services and achieving its strategic objectives for public service capacity development.

The 29% Yellow rating indicates that a number of activities experienced minor delays or implementation challenges that prevented them from being fully completed during the quarter. While these activities remain on track for completion, they may require additional attention, resource allocation, or improved coordination to ensure timely delivery. The presence of Yellow-rated activities suggests opportunities for strengthening implementation efficiency and addressing emerging constraints before they affect overall performance.

Notably, no activities were rated Orange or Red, indicating that there were no major implementation issues, significant delays, or critical risks affecting the delivery of IPAM's Annual Work Plan during Quarter 1. This reflects a stable operational environment and effective management oversight in monitoring progress and addressing challenges as they arise.

Overall, the Quarter 1 results demonstrate that IPAM has made a strong start to the 2026 implementation period, with more than two-thirds of planned activities successfully delivered and the remaining activities progressing with only minor delays. Moving forward, the Institute should focus on accelerating the completion of Yellow-rated activities, maintaining strong performance monitoring mechanisms, and ensuring that adequate resources and support are available to sustain momentum. If current performance trends continue, IPAM is well positioned to achieve a high level of Annual Work Plan implementation by the end of 2026.

2.4. Corporate Services

Corporate Services Division – Quarter 1 Performance Analysis (2026)

The Corporate Services Division recorded a strong performance in Quarter 1 of 2026, with 57% of its planned activities achieving Green status, indicating that more than half of the division's annual work plan activities were implemented on schedule and are progressing according to expectations. This demonstrates a solid level of operational effectiveness and commitment to delivering key administrative, financial, human resource, procurement, and support services that underpin the Ministry's overall performance. The progress achieved during the quarter also contributed to maintaining business continuity, strengthening internal coordination, and ensuring that critical resources and support functions were

available to enable other divisions to carry out their planned activities effectively.

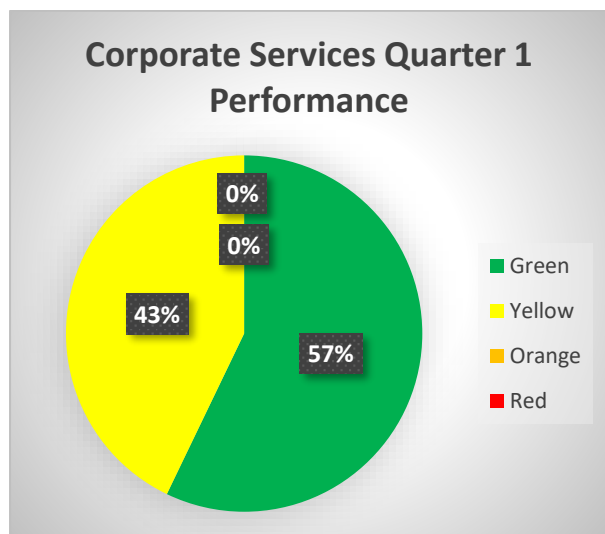


Figure 5. Corporate Services Quarter 1 Performance 2026

The chart further shows that 43% of activities were rated Yellow, indicating that while these activities are progressing, they experienced minor delays or challenges that require close monitoring and management attention to ensure they remain on track. The relatively high proportion of Yellow-rated activities suggests that some planned outputs may be affected by factors such as resource constraints, procurement delays, competing priorities, staffing limitations, or dependency on external stakeholders.

Importantly, the division recorded 0% Orange and 0% Red-rated activities, meaning there were no significantly delayed or critical activities during the quarter. This is a positive result, reflecting effective planning, coordination, and risk management within the division. The absence of underperforming activities indicates that challenges encountered were manageable and did not substantially affect the delivery of key outputs.

Overall, the Quarter 1 results demonstrate that the Corporate Services Division is performing well and has established a strong foundation for achieving its 2026 Annual Work Plan targets. Moving

forward, management should focus on addressing the factors contributing to Yellow-rated activities, strengthening implementation monitoring, and ensuring adequate resource allocation so that these activities can transition to Green status in subsequent quarters. Maintaining the current level of performance while improving the completion rate of ongoing activities will be critical for achieving the division’s annual objectives and supporting the Ministry’s broader strategic priorities.

Ministry of Public Service Performance Quarter 1

The Ministry of Public Service's Quarter 1 Performance Chart reflects a positive start to the implementation of its 2026 Annual Work Plan, with 54% of planned activities rated Green and 34% rated Yellow, meaning that 88% of activities were either completed or progressing according to plan. The remaining 12% of activities were rated Orange (8%) and Red (4%), indicating implementation challenges related to resource constraints, procurement delays, stakeholder coordination, and operational issues. The Ministry will continue to strengthen performance monitoring, improve resource allocation, and advance key public service reforms, including the implementation of the Public Service Act and the finalisation of its supporting Regulations, to ensure these activities are brought back on track.

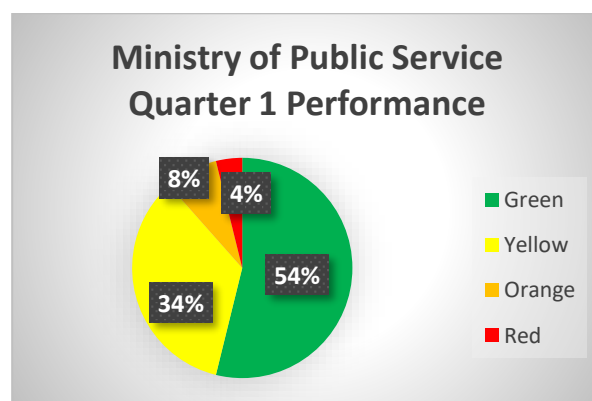


Figure 6. MPS Quarter 1 Performance

3. Ministry of Public Service Results

3.0. Improved Allowances, Salaries, and Entitlements

Contracting of Senior Management Positions

Ministry of Public Service – Contracting of Senior Management Positions (Levels 12/13)

Implementation of the Umi Waka Gud Contract Program is progressing well. All senior management contracts approved under the first Cabinet paper have been finalized and are now in effect. However, contracts covered by the second Cabinet paper remain on hold pending funding availability, as the allocated budget was redirected to support the 2026 teachers' salary restructuring initiative. In parallel, the review and finalization of the Umi Waka Gud Contract Guidelines and Policy is nearing completion, with the revised guidelines expected to be finalized by the end of this week. Once completed, the guidelines will provide a clear framework to support the consistent implementation and management of senior management contracts across the Public Service.

3.1. Conducive Public Service Housing

Public Service Housing Assistant

The review of the proposed Public Service Housing Assistance Scheme (PSHA), which is intended to replace the existing Public Service Rental Scheme, is continuing. Finalization of the policy remains on hold pending feedback from the Ministry of Finance and Treasury on the taxation implications associated with the

proposed housing assistance arrangements. In particular, the Ministry of Finance is assessing the tax treatment and financial feasibility of the proposed housing benefit before the policy can proceed for final approval. This work is aligned with the Solomon Islands Public Service Transformation Strategy, which identifies the implementation of the PSHA as a key remuneration reform aimed at improving staff welfare, strengthening employee retention, and modernizing public service conditions. Once the outstanding tax issues have been resolved, the policy will be finalized and submitted for the necessary approvals to enable implementation across the Public Service.

Ministry of Public Service Officers Rental Payments

During the first quarter of 2026, a total of 31 public officers were supported under the Public Service Rental Scheme (PSRS), ensuring eligible officers had access to government-assisted housing. All first-quarter rental payments for officers under the scheme were successfully processed and paid, with all Solomon Islands Government rental obligations settled on schedule. This reflects the Ministry's commitment to maintaining staff welfare, meeting contractual obligations to landlords, and ensuring uninterrupted housing support for eligible public servants. The continued administration of the PSRS also provides stability while the Ministry advances the proposed Public Service Housing Assistance Scheme (PSHA), which is intended to replace the current rental scheme as part of the Government's broader Public Service Transformation reforms. The new scheme aims to provide a more sustainable, equitable, and transparent approach to housing assistance, with its implementation currently awaiting the

resolution of taxation and policy matters before final approval.

3.2. Human Resources Capacity Development

Public Service Accredited Trainings Training Partnerships with Reputable Institutions

Institute of Solomon Islands Accountants (ISIA)

During the first quarter, IPAM continued its collaboration with the Institute of Solomon Islands Accountants (ISIA) to facilitate Cohort 4 of the Professional Diploma in Accounting (PDA). This partnership supports the development of professional accounting competencies within the Solomon Islands Public Service, contributing to stronger financial management, accountability, and governance across government ministries.

NZFale Mentoring Programme

IPAM maintained its partnership with NZFale to coordinate the annual Mentoring Programme, which provides two public officers each year with opportunities to strengthen their leadership, management, and professional capabilities through structured mentoring and knowledge exchange.

UNDP Growing Leadership for Resilient Development (GLRD)

Collaboration was initiated with the United Nations Development Programme (UNDP) through its in-country coordinator and training specialist to roll out the Growing Leadership for Resilient Development (GLRD) programme. The initiative is designed to build adaptive leadership and resilience among public servants from six government ministries, equipping leaders to effectively respond to emerging governance and development challenges.

Promotion and Administration of Public Sector Training

In addition to developing strategic partnerships, IPAM continued to coordinate, administer, and promote public sector training programmes across the Solomon Islands Government. These efforts ensure that public officers have access to quality learning and professional development opportunities that strengthen institutional capacity, improve workforce performance, and support the achievement of national development priorities.

Public Service In-Service Training Long Service Training Update – Solomon Islands Public Service

The Solomon Islands Government continues to invest in the professional growth and succession planning of its workforce through the Long Service Training (LST) Programme, which provides eligible public officers with opportunities to pursue further education and skills development after years of dedicated service.

The latest Long Service Training data shows that 51 public officers from 14 ministries and government agencies have been approved or are participating in the programme. Of these, 31 are male officers (61%) while 20 are female officers (39%), demonstrating continued efforts to provide training opportunities across the public service.

The Ministry of Health and Medical Services (MHMS) recorded the highest number of Long Service Training participants with 13 officers (8 males and 5 females), followed by the National Judiciary (NJ) with 8 officers (5 males and 3 females), the Ministry of Finance and Treasury (MOFT) with 7 officers (3 males and 4 females), and the Ministry of Police, National Security and Correctional

Services (MPNSCS) with 6 officers (4 males and 2 females). Other participating ministries include the Ministry of Education and Human Resources Development (MEHRD), Ministry of Lands, Housing and Survey (MLHS), Ministry of Justice and Legal Affairs (MJLA), Ministry of Infrastructure Development (MID), Ministry of National Planning and Development Coordination (MNPDC), Ministry of Mines, Energy and Rural Electrification (MMERE), Ministry of Fisheries and Marine Resources (MFMR), Ministry of Public Service (MPS), Ministry of Foreign Affairs and External Trade (MFAET), and the Solomon Islands National Statistics Office.

The distribution of Long Service Training participants across a broad range of ministries reflects the Government's commitment to strengthening institutional capacity and ensuring that experienced public servants continue to enhance their knowledge, leadership, and technical competencies. The programme remains a key workforce development initiative that supports improved service delivery, succession planning, and the development of a highly skilled, professional, and future-ready Solomon Islands Public Service.

Study Disciplines

The In-Service Training programme continues to strengthen the capacity of the Solomon Islands Public Service by supporting officers to undertake formal studies in priority professional and technical disciplines. Current data indicates that 53 public officers are undertaking in-service training across a diverse range of study fields, reflecting the Government's commitment to developing a skilled, competent, and future-ready workforce.

The largest proportion of officers, 22 (41.5%), are enrolled in other specialised disciplines, including areas such as Sociology, Tourism, Policy, and other

emerging fields. This demonstrates the Public Service's recognition of the need for a broad range of expertise to respond to evolving government priorities and improve public sector performance.

The second largest category is Dentistry-related specialisations (combined), with 10 officers (18.9%) pursuing advanced qualifications. This represents a significant investment in strengthening specialised health services and addressing the demand for highly skilled professionals within the health sector.

Training in Accounting accounts for 7 officers (13.2%), highlighting the continued emphasis on strengthening public financial management, accountability, and effective use of government resources. Meanwhile, Governance and Development and Human Resource Management each account for 4 officers (7.5%), reflecting ongoing efforts to improve institutional governance, strategic leadership, and human resource management across the Public Service.

Smaller but equally important investments are evident in Criminology and Criminal Justice and Public Administration, each with 3 officers (5.7%). These fields contribute to strengthening the justice sector, public administration, policy implementation, and service delivery.

Overall, the distribution of in-service training demonstrates a balanced investment in both technical and administrative disciplines. While specialised professional fields, particularly within the health sector, receive considerable attention, significant emphasis is also placed on strengthening governance, financial management, human resource capability, and public administration. This diverse portfolio of training supports the Solomon Islands Government's long-term objective of building a capable, professional, and resilient public service

equipped to deliver quality services and implement national development priorities.

Study Release and Bond Agreement

As part of the Long Service and In-Service Training process, public officers are required to sign a Study Release and Bond Agreement before commencing their studies. The agreement formalises the officer's commitment to complete their approved programme and return to serve the Solomon Islands Public Service for the stipulated bond period, ensuring that the

Government benefits from the investment made in their professional development. During the reporting period, a total of 13 officers signed their Study Release and Bond Agreements, comprising 7 male officers (54%) and 6 female officers (46%). The near-equal gender distribution demonstrates equitable access to training opportunities while reinforcing accountability, commitment, and the effective utilisation of government-funded training to strengthen public sector capacity and service delivery.

Table 2. Area of Study

Broad Field	Count	%
Arts and Humanities	1	1.9%
Social Sciences, Journalism & Information	13	24.5%
Business, Administration & Law	21	39.6%
Engineering, Manufacturing & Construction	3	5.7%
Agriculture, Forestry, Fisheries & Veterinary	3	5.7%
Health & Welfare	11	20.8%
Services	1	1.9%
Total	53	100%

Table 3. Country of Study

Country	Count	%
Solomon Islands	18	34.0%
Australia	17	32.1%
Fiji	12	22.6%
Papua New Guinea	6	11.3%
Total	53	100%

3.3. Institute of Public Administration and Management Training

Table 4. Level of Study

Qualification	Count	%
Bachelor's Degree	22	41.5%
Diploma	2	3.8%
Master's Degree	18	34.0%
Postgraduate Diploma	11	20.7%
Total	53	100%

Institute of Public Administration and Management – Instilling Knowledge

Institute of Public Administration and Management (IPAM) – Learning and Development Training Performance (Quarter 1)

The Institute of Public Administration and Management (IPAM) continued to implement its 2026 Learning and Development (L&D) Prospectus, aimed at strengthening the capacity, professionalism, and performance of the Solomon Islands Public Service. The annual prospectus comprises 49 scheduled training programmes, including 10 provincial training programmes across five provincial tours and eight online training

courses, ensuring that learning opportunities are accessible to public servants in both Honiara and the provinces. This comprehensive training programme reflects IPAM's commitment to delivering quality professional development that meets the evolving needs of government ministries and agencies.

During Quarter 1, IPAM scheduled nine (9) training programmes for implementation. Of these, seven trainings were planned for delivery in Honiara, while two trainings were scheduled for Malaita Province as part of the provincial outreach programme. In Honiara, six of the seven scheduled trainings were successfully delivered, including Know Your Public Service (KYPS), Code of Conduct (COC) delivered in two separate sessions, Performance Management Programme (PMP) delivered both face-to-face and online, Managing Stress at Work (MSW), and Microsoft Excel. The only scheduled programme not delivered during the quarter was the Mentoring Programme for Women, which has been deferred and rescheduled for implementation in Quarter 2.

In addition to the scheduled prospectus, IPAM responded to emerging training demands from government ministries through its Requested and Customised Training Programme. During the quarter, the Institute received six training requests, resulting in the delivery of nine requested training programmes, including three customised courses tailored to the specific needs of client ministries. The requested programmes covered key areas such as Discipline, Work Performance and Productivity (DWPP), Code of Conduct (COC), Effective Administrative Leadership (EAL), Facilitation and Presentation Skills, Know Your Public Service (KYPS), and Performance Management Programme (PMP). These programmes were delivered to officers from six government institutions: the Ministry of Provincial Government and

Institutional Strengthening (MPGIS), Royal Solomon Islands Police Force (RSIPF), Ministry of Finance and Treasury (MoFT), Honiara City Council Health Department, Ministry of Fisheries and Marine Resources (MFMR), and the Ministry of Police, National Security and Correctional Services (MPNSCS). The strong demand for customised training demonstrates the growing confidence of ministries in IPAM's ability to deliver responsive and relevant capacity-building programmes.

As part of its commitment to decentralising learning opportunities, IPAM also delivered two provincial training programmes in Malaita Province during the quarter. These included Know Your Public Service (KYPS) and Code of Conduct (COC), enabling provincial public servants to access the same quality training available in Honiara while strengthening understanding of public service values, ethics, and responsibilities.

Overall, IPAM delivered 17 of the 18 planned training programmes during Quarter 1, representing an impressive 94% implementation rate. Only one training programme (5%) was rescheduled, reflecting effective planning and programme management despite competing priorities. The successful delivery of these programmes resulted in 365 public officers receiving certification, demonstrating the significant reach and impact of IPAM's learning and development initiatives during the quarter. The high completion rate highlights IPAM's continued effectiveness in building the knowledge, skills, and competencies of public servants, thereby contributing to improved organisational performance, enhanced service delivery, and the development of a professional, ethical, and high-performing Solomon Islands Public Service.

Master	391
Not Master	16
Recommended	424
Commenced	365
Certified	365

Table 3. IPAM Trainings status

IPAM Training – Delivery and Resources

Evaluation of Training Effectiveness

The Institute of Public Administration and Management (IPAM) continues to monitor the quality and effectiveness of its training programmes through participant reaction evaluations, providing valuable feedback on course relevance, facilitation, content, and overall learning experience. During Quarter 1, evaluation forms were completed for 12 of the 13 training programmes delivered, representing a 92% evaluation completion rate. This high response rate provides a reliable basis for assessing participant satisfaction and identifying opportunities for continuous improvement.

Overall, the training programmes received exceptionally positive feedback, with 97% of participants reporting that they were either *very satisfied* or *extremely satisfied* with the courses they attended. Only 3% of participants indicated that they were slightly to moderately satisfied, while no participants (0%) reported being dissatisfied with any of the training programmes. These results demonstrate that IPAM continues to deliver high-quality learning experiences that effectively meet the professional development needs and expectations of public officers.

Analysis of individual course evaluations further confirms the consistently high quality of IPAM's training delivery. Three major training programmes achieved satisfaction ratings of approximately 95–96%, with 95%, 95.7%, and 95% of participants respectively indicating that they were very to extremely satisfied. These

findings reflect the relevance of the course content, the effectiveness of the facilitators, and the practical applicability of the knowledge and skills gained by participants.

Two other training programmes also recorded strong levels of participant satisfaction, achieving 87% and 86% ratings of very to extremely satisfied participants. Although these courses attracted slightly lower satisfaction levels compared to the highest-performing programmes, they still demonstrate a high degree of participant confidence and acceptance. The corresponding 13% and 14% of participants who reported being slightly to moderately satisfied provide constructive feedback that can be used to refine further course materials, training methodologies, and participant engagement strategies.

Importantly, none of the evaluated training programmes recorded any participant dissatisfaction (0%), indicating that every course met at least the minimum expectations of participants. This outcome reflects IPAM's commitment to maintaining quality standards in curriculum design, facilitation, and training administration while ensuring that courses remain relevant to the operational needs of the Solomon Islands Public Service.

Overall, the Quarter 1 reaction evaluation results demonstrate that IPAM continues to deliver high-quality, relevant, and impactful training programmes. The consistently high participant satisfaction ratings reinforce the Institute's role as the Government's principal provider of public sector learning and development. Moving forward, IPAM can build on these positive results by incorporating participant feedback into future course design, thereby further enhancing training quality, strengthening workforce capability, and supporting the development of a

professional, ethical, and high-performing Solomon Islands Public Service.

3.4. Monitoring, Evaluation, Accountability, and Learning

Monitoring, Evaluation, Accountability and Learning (MEAL) Framework Quarter 1 Indicator Update

The Ministry of Public Service (MPS) continues to implement the Public Service Monitoring, Evaluation, Accountability and Learning (PS MEAL) Framework, which serves as the Ministry's principal mechanism for monitoring organisational performance, evaluating results, promoting institutional learning, and strengthening accountability across the Solomon Islands Public Service. Now in its full implementation phase, the framework continues to support evidence-based decision-making, improve performance reporting, and foster a culture of continuous improvement.

Quarter 1 Reflection and Reporting Workshop

A key milestone under the MEAL Framework is the Quarter 1 Reflection and Reporting Workshop, covering performance for January to March 2026. The workshop was conducted on 30 March 2026, bringing together senior leadership, including the Permanent Secretary, Deputy Secretaries, Directors, and senior management staff. The session provided an important platform to review progress against planned outputs, identify implementation challenges, share lessons learned, and collectively agree on priorities for Quarter 2. The continued participation of senior management demonstrates the Ministry's commitment to evidence-based management and collaborative performance improvement.

2025 Annual Report

Significant progress has also been made in the preparation of the 2025 Ministry Annual Report. The report has been compiled and is undergoing final verification and validation before endorsement by the Permanent Secretary and subsequent submission to Cabinet. Validation of performance data with Human Resource Managers is underway to ensure the accuracy and credibility of reported results. Once finalised, the report will provide a comprehensive account of the Ministry's achievements, key performance results, challenges encountered, and strategic priorities for 2026. The report will also serve as an important institutional learning resource to guide planning and improve organisational performance across the Ministry.

Quarter 1 Performance Report

Preparatory work has commenced for the 2026 Quarter 1 Performance Report, which is scheduled for publication by the end of April 2026. Information collection and data consolidation are expected to begin immediately following the Reflection and Reporting Workshop. The quarterly report will provide timely updates on the implementation of the Ministry's Annual Work Plan and enable management to monitor progress against key performance indicators throughout the year.

Quarter 1 Newsletter

The Ministry will also produce its first Quarterly Newsletter for 2026, targeted for publication by 30 April 2026. Development of articles and success stories is scheduled to commence after the Quarter 1 Reflection Workshop. The newsletter will communicate key achievements, initiatives, and organisational developments, while promoting knowledge sharing and strengthening communication across the Ministry and the wider Public Service.

Solomon Islands Public Sector Survey (SIPS)

Preparations are progressing for the 2026 Solomon Islands Public Sector Survey (SIPS), a key MEAL Framework activity designed to collect evidence on public service performance and stakeholder perceptions. In line with the approved socialisation plan, the survey will be undertaken during May to July 2026 alongside provincial socialisation activities in Honiara and the provinces. During Quarter 1, the Monitoring, Evaluation, Accountability and Learning Technical Committee (MEALTC) is finalising the Terms of Reference (TOR) and survey instruments to ensure the exercise is methodologically robust and aligned with the survey objectives. The findings from SIPS will provide valuable evidence to inform policy decisions, strengthen public service reforms, and support continuous improvement across the Solomon Islands Government.

Overall, Quarter 1 reflects steady progress in implementing the PS MEAL Framework, with key reporting, learning, and evaluation activities advancing according to schedule. The continued emphasis on performance reflection, quality reporting, organisational learning, and evidence generation demonstrates the Ministry's commitment to improving governance, strengthening accountability, and enhancing the effectiveness and efficiency of the Solomon Islands Public Service.

3.5. Utilising Social Research

Key Policy Initiatives Under Study and Research Review in the Ministry of Public Service

Social Research and Policy Development Quarter 1, 2026

During Quarter 1, no formal social research studies were completed by the Ministry of

Public Service. However, preparatory work has commenced on several policy research initiatives that are expected to provide evidence for future public service reforms. The absence of completed research reflects the Ministry's current emphasis on developing research methodologies, consultation processes, and policy review activities before undertaking full-scale studies.

One of the priority research areas identified is the Mamara Housing issue, which is planned as a future social research project to better understand housing challenges affecting public officers and to inform evidence-based policy interventions. In parallel, preparatory work for the Annual Leave Policy Review has progressed well, with interview guides and survey questionnaires developed in collaboration with the Ministry's Monitoring, Evaluation, Accountability and Learning (MEAL) team. Data collection and analysis are expected to continue, with the final report scheduled for submission by the end of Quarter 2.

Progress has also been made on reviewing the UMI WAKA GUD Contract Guidelines Policy, with the revision process nearing completion. Finalization of the updated guidelines is expected by the end of the reporting period, providing improved operational guidance for the implementation of the Government's performance contracting framework.

Although no Public Service policy submissions were presented to Cabinet during Quarter 1, policy reform activities continued following the enactment of the Public Service Act 2025. The Ministry has shifted its immediate focus towards implementing the new legislative framework through a nationwide socialization programme scheduled between April and August 2026 to raise awareness and strengthen understanding

among ministries and provincial public servants.

In addition, several key policy instruments remain under active review to ensure they are aligned with the Public Service Act 2025 and current public sector reform priorities. These include the Public Service Regulations, Public Service General Orders, Training Policy, Performance Management Policy, and the Long Service Development Board (LDSB) Policy. Once completed, these reviews are expected to modernize the public service policy framework, strengthen governance and accountability, and support the effective implementation of the Solomon Islands Public Service Transformation Strategy (2023–2033).

Overall, Quarter 1 was characterized by strong preparatory and policy development efforts rather than completed research outputs. These foundational activities position the Ministry to undertake evidence-based research, finalize priority policy reforms, and strengthen the legislative and regulatory environment for public service management during the remainder of 2026.

3.6. Gender and Social Inclusion Mainstreaming

Advancing Gender Equality through Institutional Reform: Current Progress on Gender

Gender Equality, Social Inclusion (GESI) Policy Implementation – Quarter 1, 2026

Implementation of the Ministry of Public Service's Gender Equality and Social Inclusion (GESI) Policy continued during Quarter 1, with progress focused on strengthening institutional mechanisms that promote workplace inclusion and equitable

employment practices across the Solomon Islands Public Service. While several planned activities experienced scheduling delays, foundational work remains on track to support implementation throughout 2026.

A key achievement during the quarter was the development of the Draft Public Service Reasonable Accommodation Guidance, which is intended to provide practical support for employees with disabilities by outlining workplace adjustments and inclusive employment practices. Although the stakeholder review workshop was originally scheduled for Quarter 1, it has been deferred to early Quarter 2 due to conflicting stakeholder commitments. Completion of this guidance is expected to strengthen disability inclusion within the public service and improve compliance with the objectives of the GESI Policy.

Progress on another important GESI policy action the establishment of Paternity Leave remained dependent on the gazettal of the Public Service Regulations, specifically the terms and conditions of employment. As a result, implementation could not proceed during Quarter 1. Once the Regulations are gazetted, the Ministry will be able to operationalize this provision, further promoting gender equality and shared family responsibilities within the public service.

Sex-disaggregated workforce data for senior leadership positions continued to provide valuable insights into gender representation across the public service. Permanent Secretary positions comprise 22 males and 2 females, while Deputy Secretaries include 35 males and 13 females. At the Director level, 97 males and 25 females occupy the 122 established positions, and Deputy Director positions comprise 48 males and 8 females. In contrast, the Human Resources Manager cadre demonstrates near gender parity, with 11 males and 12 females, while Financial

Controller positions remain male dominated with 21 males and 4 females. Among Heads of Mission, there are 7 male and 2 female Ambassadors. These figures indicate that although women are represented across leadership positions, gender imbalance remains evident at the highest levels of public service leadership, highlighting the continued importance of targeted GESI interventions.

The Ministry also identified important data gaps that continue to limit comprehensive monitoring of GESI implementation. Sex-disaggregated recruitment and training information is yet to be consolidated by the Employment Management and Training Units. In addition, reliable data on employees with disabilities remains unavailable due to the absence of systematic disclosure mechanisms. The planned Reasonable Accommodation Guidance is expected to establish an enabling environment that encourages voluntary disclosure and improves the collection of disability-disaggregated workforce data, thereby strengthening evidence-based planning and reporting.

Overall, Quarter 1 demonstrated steady progress in laying the policy and institutional foundations for greater gender equality and social inclusion. Although some activities were delayed due to external dependencies and stakeholder scheduling constraints, the Ministry continues to advance reforms that will improve workplace inclusiveness, enhance workforce diversity, and strengthen the implementation of the Public Service GESI Policy across the Solomon Islands Government.

3.7. Effective and Efficient Office Management

Office Management – Quarter 1, 2026

Office management activities during Quarter 1 focused on maintaining essential

staff welfare services, strengthening asset management, and progressing key infrastructure initiatives to improve the Ministry's operational environment. These efforts contributed to ensuring business continuity while supporting the Ministry's long-term accommodation and facility development priorities.

The Public Service Rental Scheme (PSRS) continued to provide housing support for public officers, with 31 officers receiving assistance under the scheme during the quarter. In addition, first-quarter rental payments were successfully processed, ensuring that eligible officers continued to receive uninterrupted housing support and that the Ministry met its rental payment obligations in a timely manner.

The Ministry also commenced its inventory recording process to strengthen asset management and accountability. This exercise is aimed at updating and verifying the Ministry's asset register, improving record management, and ensuring that government assets are properly accounted for to support effective planning, maintenance, and future procurement decisions.

Progress was also made on major infrastructure projects. The proposed SIPEU Building advanced to the procurement stage, with the tender process underway and submissions scheduled to close on 9 April 2026. This represents an important milestone towards securing improved office facilities that will enhance service delivery and provide a more suitable working environment for staff.

For the Institute of Public Administration and Management (IPAM) Building, the Ministry received the revised Bill of Quantities (BoQ) from the Ministry of Infrastructure Development (MID). Receipt of the revised BoQ marks a significant step in the project planning process and provides

the basis for subsequent procurement, budgeting, and construction activities.

Overall, Quarter 1 office management performance remained focused on sustaining staff welfare through the Public Service Rental Scheme, strengthening asset management through the ongoing inventory recording process, and advancing strategic office infrastructure projects. Continued progress on these initiatives is expected to improve workplace conditions, enhance accountability for government assets, and strengthen the Ministry's capacity to deliver quality public services throughout 2026.

Provide the relevant Commissions with dynamic secretariat and administrative support roles

During Quarter 1, the PSC Secretariat continued to provide effective secretariat and administrative support services to the relevant Commissions, including the Public Service Commission (PSC), Police and Correctional Services Commission (PCSC), and Judicial and Legal Services Commission (JLSC). The support provided ensured that Commission meetings, agenda preparation, circulation of papers, and administrative requirements were facilitated in a timely and coordinated manner.

In relation to meeting facilitation, the PSC Secretariat successfully prepared and facilitated 16 PSC meetings and one (1) circulation of papers during the reporting period. The JLSC Secretariat support function facilitated the deliberation of three (3) circulation of papers, while the PCSC Secretariat prepared and conducted two (2) Commission engagements, comprising one (1) formal meeting and one (1) circulation of papers. These activities demonstrate the continued delivery of core secretariat functions to support Commission decision-making processes and governance responsibilities.

For Commission sitting allowances, progress has been made in processing payments, with only five (5) meetings remaining outstanding. This includes four (4) PSC meetings and one (1) PCSC meeting. The delay in settlement is primarily due to insufficient available funds, as the current imprest requires retirement and replenishment before further payments can be processed.

Furthermore, progress has been made towards strengthening digital support for Commission processes through the introduction of electronic submissions (e-submissions). Laptops have been procured to support the transition, with implementation expected to commence in Quarter 2 of 2026. The move towards e-submissions is anticipated to improve efficiency, reduce administrative delays, enhance document management, and support more streamlined Commission operations. Overall, the indicator demonstrates continued progress in ensuring that Commissions receive reliable administrative and operational support to fulfil their statutory responsibilities.

3.8. Statutory and Strategic Mandates

Public Service Legislative Framework

Implementation of the Solomon Islands Public Service Act 2025 continues to progress as one of the Ministry of Public Service's flagship public sector reform initiatives. Following the enactment of the new legislation, the Ministry has shifted its focus from legislative development to implementation by developing the supporting legal and administrative instruments required to operationalize the Act across the Solomon Islands Public Service.

During the reporting period, substantial work continued on the drafting and

refinement of the Public Service Regulations, the revised Code of Conduct, and the new Public Service Orders. These instruments are designed to provide detailed guidance on the practical application of the Act, covering areas such as merit-based recruitment and promotion, ethical standards, discipline, performance management, workforce accountability, and human resource administration. Together, they will replace outdated administrative provisions and establish a modern governance framework that promotes professionalism, integrity, transparency, and accountability throughout the public service.

The Ministry also continued nationwide socialization and stakeholder consultation programmes to familiarize public servants and key stakeholders with the provisions of the Public Service Act 2025 while gathering feedback on the draft Regulations and Public Service Orders. Consultation workshops held across provinces have strengthened stakeholder understanding of the new legislative framework and provided valuable input to further refine the subsidiary legislation before its final approval. These engagements are intended to ensure that implementation is practical, inclusive, and responsive to the operational needs of ministries and provincial administrations.

Once finalized and approved, the Regulations, Code of Conduct, and Public Service Orders will provide the operational framework necessary to fully implement the Public Service Act 2025. Collectively, these reforms are expected to strengthen human resource governance, improve consistency in employment practices, reinforce ethical behaviour, and support the Solomon Islands Government's broader Public Service Transformation Strategy by building a more accountable, efficient, and performance-oriented public service.

3.9. Ensuring smooth Separation and Retirement

Long and Dedicated Service Benefits

The Ministry continued to administer the Long and Dedicated Service Benefit (LDSB) scheme during Quarter 1 of 2026, recognizing public officers who have rendered long and committed service to the Solomon Islands Government. During the quarter, a total of 49 applications were received, comprising 35 male officers (71%) and 14 female officers (29%). The steady number of applications reflects continued awareness of the scheme among eligible public servants and the Ministry's ongoing commitment to ensuring that long-serving officers receive the recognition and benefits to which they are entitled. Processing and verification of applications remained a priority to facilitate timely assessment and payment in accordance with the Public Service policy and established procedures.

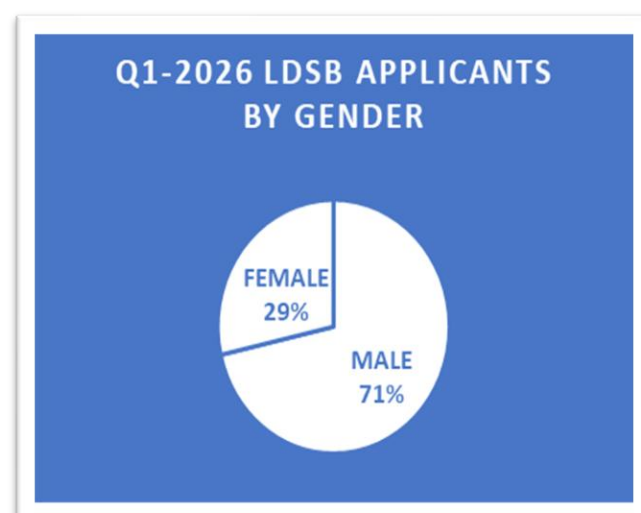


Figure 7. LDSB applicants by Gender

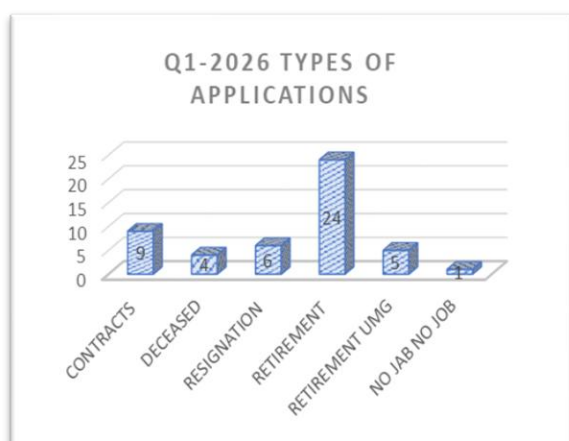


Figure 8. LDSB Type of Applicants

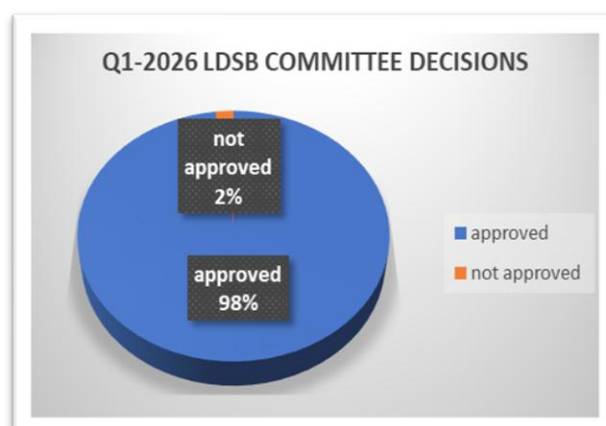


Figure 11. LDSB Committee Decisions

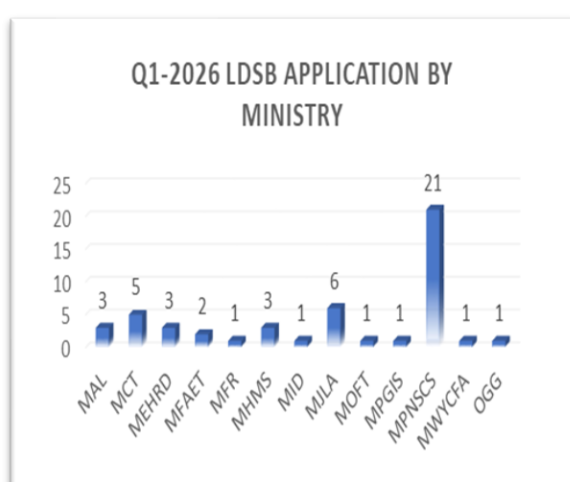


Figure 9. LDSB type by Ministry

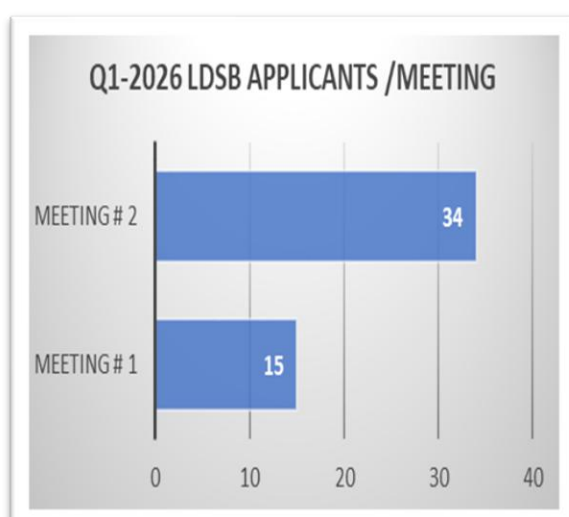


Figure 10. LDSB Applicants Meetings

Public Servants Retirement Retirement Submissions

During Quarter 1 of 2026, the Ministry received and processed 9 retirement submissions, comprising 6 male officers (67%) and 3 female officers (33%). These submissions represent officers who formally applied for retirement in accordance with Public Service requirements. The Ministry continued to assess and verify each submission to ensure compliance with relevant policies and procedures before onward processing. The timely management of retirement submissions contributes to efficient workforce planning, supports smooth staff transitions, and helps maintain accurate public service personnel records.



Figure 12. Retirement Submission by Ministry

Retirement Conveyed

The Ministry continued to facilitate the retirement process for public officers reaching the mandatory retirement age or meeting the requirements for retirement during Quarter 1 of 2026. A total of 10 retirement notices were processed, comprising 7 male officers (70%) and 3 female officers (30%). The timely processing of retirement notices supports effective workforce planning, succession management, and ensures that retiring officers are able to transition from active service in accordance with established Public Service policies and procedures.

Retirement under medical ground

During Quarter 1 of 2026, the Ministry processed 2 retirement submissions under Medical Grounds (U/MG), comprising 1 male officer and 1 female officer. These cases involved public officers seeking retirement due to medical conditions that affected their ability to continue performing their official duties. Each submission underwent the required assessment and verification processes to ensure compliance with the relevant Public Service policies, medical requirements, and retirement procedures before being considered for approval. The equitable gender distribution reflects the Ministry's commitment to administering medical retirement provisions fairly and consistently while safeguarding the welfare of affected public officers.

Q1-2026 RETIREMENT U/MG SUBMISSION BY GENDER

MALE	1
FEMALE	1
Q1 TOTAL	2



Figure 13. Retirement by Ministry

2026 -Q1 RETIREMENT NOTICE BY GENDER

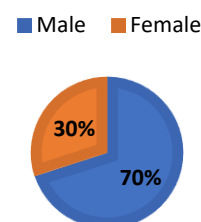


Figure 14. Retirement by Gender



Figure 15. Retirement notices by Ministry

Fixed-Term Appointments (FTA)

During Quarter 1 of 2026, the Ministry processed 18 Fixed Term Appointment (FTA) submissions, with an equal gender distribution of 9 male and 9 female officers. The balanced representation demonstrates the Ministry's commitment to equitable employment practices in the engagement of officers on fixed-term contracts. Each submission was assessed in accordance

with established Public Service policies and procedures to ensure that appointments addressed organizational needs while maintaining transparency, merit, and compliance with the Public Service legislative framework. The timely processing of Fixed Term Appointments supported continuity of service delivery and enabled ministries to fill critical positions where fixed-term engagements were required.

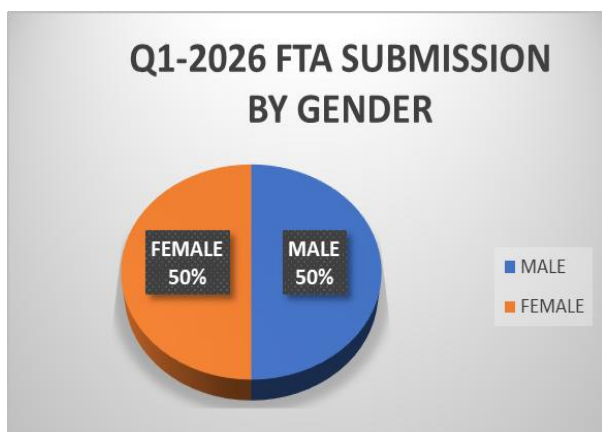


Figure 16. Fix Term Appointment by Gender

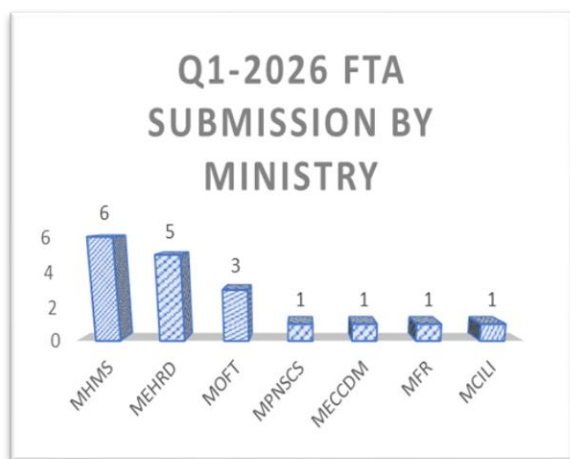


Figure 17. Fix Term Appointments by Ministry

Resignation from Public Service

During Quarter 1 of 2026, the Ministry processed 14 resignations from the Solomon Islands Public Service, comprising 9 male officers (64%) and 5 female officers (36%). These resignations

were managed in accordance with established Public Service policies and procedures to ensure orderly separation from government service and the timely completion of all administrative requirements. The Ministry verified each resignation, facilitated the necessary clearance processes, and updated personnel records to maintain the integrity of the public service workforce database. Monitoring resignation trends remains an important aspect of workforce planning, as it provides insights into staff turnover, supports succession planning, and enables ministries to identify and fill vacant positions in a timely manner, thereby minimizing disruptions to public service delivery. The higher proportion of male resignations during the quarter highlights the importance of continued workforce monitoring to better understand attrition patterns and inform future human resource planning and retention strategies across the Public Service.

3.10. Improving Performance Management Procedures

Performance Management Policy Form Submissions

Ministry of Public Service Performance Management

The Ministry of Public Service continued to support the implementation of the Performance Management Process (PMP) during Quarter 1 of 2026 by facilitating the completion and administration of performance appraisal activities across the Public Service. During the quarter, the 2025 Performance Management Process cycle was successfully concluded, with a total of 28 completed appraisal forms received, indicating continued compliance by participating officers and ministries in

fulfilling annual performance assessment requirements. In addition, the Ministry facilitated the processing of all 28 Performance Management Process (PMP) forms, ensuring that submissions were properly recorded, verified, and progressed in accordance with established public service procedures.

While the quarter focused primarily on finalizing the previous year's appraisal cycle, no promotion submissions were received during Quarter 1. Similarly, no Upper Segment submissions were processed during the reporting period. The absence of these submissions suggests that ministries either had no eligible cases ready for consideration or were preparing documentation for submission in subsequent quarters. Moving forward, the Ministry will continue to provide technical guidance and support to ministries to strengthen compliance with the Performance Management Process, encourage timely submission of performance documentation, and ensure that appraisal outcomes effectively inform career progression, promotions, and talent management across the Solomon Islands Public Service.

Solomon Islands Government Ministries Performance Management Policy Processing

During Quarter 1 of 2026, the Ministry of Public Service continued to administer the Performance Management Process (PMP) by facilitating the processing of annual performance appraisal outcomes submitted by government ministries. A total of 28 officers across seven Solomon Islands Government ministries were awarded salary increments following the successful completion and assessment of their 2025 Performance Management Process appraisals. This reflects ongoing implementation of the Government's performance-based human resource management system, where satisfactory

performance is recognised through annual increment awards.

The distribution of awarded increments shows that the Ministry of Fisheries and Marine Resources (MFMR) recorded the highest number with 8 officers, representing 29% of all increment awards processed during the quarter. This was followed by the Ministry of Provincial Government and Institutional Strengthening (MPNSCS) with 5 officers (18%), while the Ministry of Justice and Legal Affairs (MJLA) recorded 4 officers (14%). The Ministry of Foreign Affairs and External Trade (MFAET), Ministry of Commerce, Industry, Labour and Immigration (MCA), and the Ministry of Environment, Climate Change, Disaster Management and Meteorology (MECDM) each had 3 officers (11%) awarded increments. The Ministry of Rural Development (MRD) recorded the lowest number with 2 officers (7%) receiving salary increments.

The results indicate that ministries continued to utilise the Performance Management Process as an important mechanism for recognising employee performance and rewarding officers who met the required standards during the 2025 appraisal cycle. The variation in the number of increment awards among ministries reflects differences in workforce size, the number of eligible officers, and the timing of appraisal submissions. Overall, the processing of 28 salary increments demonstrates continued compliance with the Government's Performance Management Framework and reinforces the Ministry of Public Service's role in ensuring that performance appraisals are translated into appropriate human resource decisions that promote accountability, productivity, and merit-based recognition across the Solomon Islands Public Service.

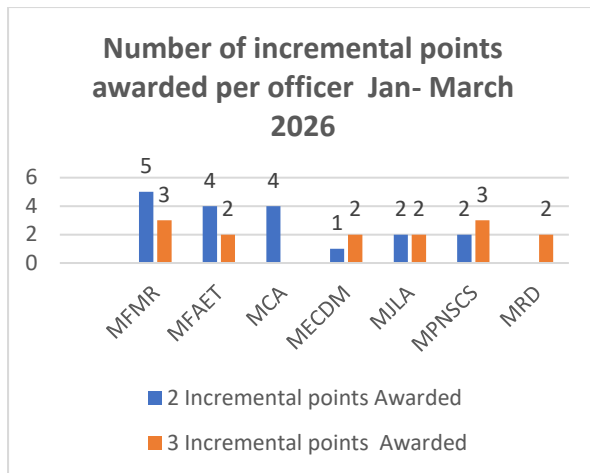


Figure 18. Incremental Points awarded per officer

3.11. Improving the Management of Attendance

Attendance Management Policy Update – Quarter 1, 2026

During Quarter 1 of 2026, the Ministry of Public Service continued to implement the Attendance Management Policy to promote accountability, monitor employee attendance, and ensure effective workforce management across the Ministry. As part of its monitoring and reporting responsibilities, one Attendance Management Report was prepared during the quarter, providing management with an overview of staff attendance patterns, leave utilization, and employee availability to support informed human resource decision-making.

Leave management remained an important component of attendance administration during the reporting period. A total of 21 officers were granted annual leave, with the majority occurring in January (13 officers), followed by February (4 officers), March (2 officers), and April (2 officers). The higher number of annual leave applications at the beginning of the year reflects the utilization of accrued leave following the festive period and demonstrates the Ministry's continued commitment to supporting employee wellbeing while ensuring

adequate workforce planning and continuity of government operations.

The Ministry also administered other categories of approved leave in accordance with the Public Service General Orders and Attendance Management Policy. During the quarter, one officer commenced maternity leave, ensuring the officer received the appropriate employment benefits while maintaining compliance with public service regulations. In addition, 12 officers reported sick leave, which was managed through the Ministry's established attendance monitoring procedures to ensure proper documentation and compliance with leave requirements.

Furthermore, the Ministry continued to support employee capacity development through approved study leave arrangements. At the end of Quarter 1, four officers remained on long-term study leave, reflecting the Government's ongoing investment in developing a skilled and competent public service workforce. Overall, the Ministry maintained effective oversight of attendance and leave management during the quarter, ensuring that employee absences were appropriately managed while balancing staff welfare, workforce availability, and the continued delivery of public services.

Attendance Management Policy Update from Ministries

Implementation of the Attendance Management Policy across Solomon Islands Government ministries remains uneven. While some ministries have established structured attendance monitoring systems and regularly produce attendance reports, many continue to rely on manual attendance registers or have yet to implement formal reporting mechanisms.

The Ministry of Infrastructure Development demonstrated one of the

strongest levels of compliance by producing all twelve-monthly Attendance Management Reports during 2025 and maintaining monthly attendance records for 138 staff. Similarly, the Ministry of Justice and Legal Affairs produced six attendance management reports while monitoring an average monthly attendance of 228 officers. The Ministry of Home Affairs reported quarterly attendance reports, while the Office of the Prime Minister and Cabinet monitored monthly attendance figures, recording 56 staff in October, 57 in November and 43 in December of 2025.

Several ministries acknowledged significant gaps in attendance reporting. The Ministry of National Planning and Development Coordination reported that no formal Attendance Management Report was produced during 2025 and that monthly attendance records were not maintained. Likewise, the Ministry of Environment, Climate Change, Meteorology and Disaster Management (MECDM), the Ombudsman's Office, and several other agencies confirmed that no attendance reports were published during the reporting period. The Ministry of Lands, Housing and Survey recorded an average monthly attendance of 83 officers but did not publish formal attendance management reports. The Ministry of Women, Youth, Children and Family Affairs also confirmed that although an attendance template exists, attendance data have not been consistently recorded.

The quality of attendance monitoring varied considerably across ministries. The Office of the Auditor General continued to utilise the SIG Time system to electronically monitor attendance and extract attendance data, achieving an overall attendance rate of 95 percent. Government House reported attendance indicators ranging between 66.6 percent and 100 percent across different reporting categories, while MECDM estimated that approximately 90 percent of its workforce maintained satisfactory

attendance, with the remaining attendance issues managed through Corporate Services.

Annual Leave Management

Annual leave continues to be one of the most consistently managed aspects of attendance administration across the Solomon Islands Public Service. Most ministries maintain records of officers accessing annual leave, although the quality and completeness of reporting differ considerably.

The Ministry of Finance and Treasury recorded the highest number of annual leave approvals, with 405 officers taking annual leave during 2025. Other ministries reporting substantial numbers included the Ministry of Agriculture and Livestock with 234 officers, the Ministry of Justice and Legal Affairs with 212 officers, the Ministry of Fisheries and Marine Resources with 161 officers, and the Ministry of Infrastructure Development with 130 officers.

The Ministry of Police, National Security and Correctional Services reported particularly large leave figures reflecting its operational size. Police Headquarters recorded 116 officers on annual leave, while the Royal Solomon Islands Police Force reported 1,456 officers taking annual leave and the Correctional Services of Solomon Islands recorded 701 officers.

Moderate levels of annual leave were reported by the Ministry of Public Service (70 officers), the Ministry of National Planning and Development Coordination (30 officers), and the Ministry of Home Affairs (27 officers). Some agencies, including the Ministry of Provincial Government and Institutional Strengthening and the Ombudsman's Office, indicated that all eligible staff took annual leave but were unable to provide complete numerical records.

Overall, annual leave management appears relatively well established across government compared with other aspects of attendance management, although greater consistency in reporting formats would improve whole-of-government analysis.

Maternity Leave

Maternity leave remained relatively low across ministries during 2025, reflecting the relatively small proportion of staff requiring these leave provisions during the reporting period.

The Ministry of Finance and Treasury reported four officers on maternity leave, while the Ministry of Agriculture and Livestock and the Ministry of Justice and Legal Affairs each recorded three officers accessing maternity or paternity leave. The Ministry of Infrastructure Development, the Ministry of Women, Youth, Children and Family Affairs, the Office of the Prime Minister and Cabinet, and Police Headquarters each reported two officers on maternity leave. Correctional Services Solomon Islands recorded five maternity leave cases, while the Ministry of Public Service and the Ministry of Tourism, Gender, Peace and Ecclesiastical Affairs each reported one officer on maternity leave. The Ministry of National Planning and Development Coordination reported one maternity leave and one paternity leave during the year.

Several ministries, including MECDM, Government House, the Office of the Auditor General, the Ministry of Home Affairs and the Ombudsman's Office, reported no maternity or paternity leave during 2025.

Sick Leave Management

Sick leave management continues to present challenges across the public service due to inconsistent record-keeping and the

absence of centralised electronic recording systems in many ministries.

The Correctional Services of Solomon Islands reported the highest number of sick leave cases with 63 officers, followed by the Ministry of Infrastructure Development with 56 officers and the Ministry of Police Headquarters with 29 officers. The Ministry of Justice and Legal Affairs reported 28 officers on sick leave, while the Ministry of Public Service recorded 25 officers. The Ministry of Finance and Treasury reported 22 sick leave cases across its divisions, and the Office of the Auditor General recorded 18 officers on sick leave during the reporting year.

The Ministry of Fisheries and Marine Resources reported 11 officers on sick leave, comprising eight male and three female officers, while the Ministry of Tourism, Gender, Peace and Ecclesiastical Affairs reported six officers. The Office of the Prime Minister and Cabinet recorded five sick leave cases in October, seven in November and two in December 2025.

Several ministries indicated that sick leave data were unavailable or poorly documented. MECDM confirmed that no electronic sick leave records existed for 2025, while the Ministry of Women, Youth, Children and Family Affairs acknowledged that although officers applied for sick leave, records were not consistently maintained. The Ombudsman's Office similarly reported that staff generally notified supervisors when sick but only a few completed the official sick leave documentation. These findings suggest that sick leave reporting remains one of the weakest components of attendance management across government.

Study Leave and Workforce Development

Study leave remains an important mechanism for strengthening public sector

capability and supporting professional development. Ministries reported both short-term and long-term study leave, although reporting approaches differed.

The Ministry of Finance and Treasury recorded the largest number of officers undertaking study leave, reporting 45 officers comprising nine long-term and 36 short-term study leave participants. Current divisional records also identified ten officers on study leave. The Royal Solomon Islands Police Force reported 13 officers undertaking study leave, while Correctional Services Solomon Islands recorded 12 officers. The Ministry of Agriculture and Livestock reported 11 officers on study leave, followed by the Ministry of Fisheries and Marine Resources and the Ministry of Mines, Energy and Rural Electrification with seven officers each.

The Ministry of Provincial Government and Institutional Strengthening reported five officers on study leave, while the Ministry of Public Service recorded four officers. Smaller numbers were reported by Police Headquarters, MECDM, the Ministry of Women, Youth, Children and Family Affairs and the Office of the Prime Minister and Cabinet. The Ministry of National Planning and Development Coordination, the Office of the Auditor General and the Ministry of Tourism, Gender, Peace and Ecclesiastical Affairs each reported one officer on study leave. The Ministry of Home Affairs and the Ombudsman's Office reported that no officers were undertaking study leave during 2025.

Challenges Affecting Attendance Management

The information provided by ministries demonstrates that implementation of the Attendance Management Policy continues to face several systemic challenges. Most ministries continue to rely on manual attendance registers that are labour-intensive and often inconsistently

maintained. Provincial offices experience additional difficulties due to limited access to digital infrastructure, making electronic attendance monitoring difficult to implement outside headquarters.

Several ministries identified specific operational constraints. The Ministry of Agriculture and Livestock noted that attendance registers exist but are not practical for many provincial locations where staff have limited access to modern technology. The Ministry of Mines, Energy and Rural Electrification reported that its office layout, with multiple entry and exit points, makes manual attendance monitoring difficult without assigning dedicated personnel solely for attendance recording. Many ministries also acknowledged incomplete leave records, inconsistent reporting practices and the absence of regular attendance analysis.

Progress Towards Digital Attendance Management

Despite these challenges, several ministries have begun modernising attendance management systems. The Office of the Auditor General continues to use the SIG Time system and is exploring the Servicely Human Resource Management System to strengthen attendance monitoring and measure productive working hours. The Ministry of Police, National Security and Correctional Services secured funding during 2025 to develop an electronic clock-in attendance management system. The Ministry of Provincial Government and Institutional Strengthening procured and installed a biometric attendance system during 2025, with full implementation expected during the second quarter of 2026 following staff training and system testing. Similarly, the Ministry of National Planning and Development Coordination has committed to strengthening its attendance management processes by introducing monthly attendance reporting

and ensuring the timely publication of attendance reports from 2026 onwards.

Overall, the 2025 data demonstrate that while attendance management practices are gradually improving across the Solomon Islands Public Service, substantial work remains to achieve consistent implementation of the Attendance Management Policy. Continued investment in digital attendance systems, stronger record management, standardised reporting requirements and improved compliance monitoring will be critical to strengthening workforce accountability and supporting effective public sector performance.

3.12. Human Resources Management Information System

HRMIS Users and Training Update Quarter 1, 2026

During Quarter 1 of 2026, the Ministry of Public Service continued to strengthen digital transformation across the Solomon Islands Public Service through the implementation of Human Resource Management Information System (HRMIS) initiatives, supporting the broader objective of developing and implementing e-learning and e-governance platforms. While no HRMIS training sessions or Admin Officer HRMIS training were conducted during the reporting period, this was consistent with the Ministry's 2026 Annual Work Plan, which deferred formal training activities pending the completion of the ongoing Aurion User Profile Review.

The temporary suspension of training reflects a strategic approach to ensuring that future capacity-building initiatives align with the revised system architecture and governance arrangements. Following a review of user access, the Add, Edit, Update, and Delete functions within the

Aurion HRMIS have been removed from most users due to previous misuse and are currently under review. As a result, existing users continue to operate primarily under read-only access, with the Ministry assessing future access requirements to strengthen system security, data integrity, and compliance with human resource management policies.

Although formal training was not delivered during the quarter, the Ministry confirmed that the current level of knowledge among Aurion Core Users, gained through targeted one-on-one in-house coaching provided by the HRMIS team, remains adequate to support existing operational requirements. To support the next phase of system implementation, HRMIS training manuals will be reviewed and redesigned alongside the revised user access framework. The updated training materials will reflect the enhanced Aurion functionality and will target Human Resource Managers, Payroll Officers, HR Compliance Officers, and other authorised system users, ensuring that future training is aligned with revised business processes and governance requirements.

The Ministry also continued to expand user access to the HRMIS platform. Aurion access is currently structured into two user categories: Aurion Core Users, comprising payroll personnel, Human Resource practitioners, super users, Aurion Champions, establishment officers, and payroll staff across ministries and agencies; and Self-Service Users, who access employee self-service functions. During Quarter 1, the Ministry recorded a significant increase in system users, with 850 additional Self-Service users and 27 additional Aurion Core users granted access. This growth demonstrates continued progress towards increasing the adoption of digital human resource services across the Public Service while laying the foundation for more integrated e-

governance and digital workforce management in the future.

Overall, although no formal HRMIS training was conducted during the quarter, the Ministry made important progress in strengthening system governance, improving access management, expanding the HRMIS user base, and preparing updated training resources that will support the next phase of digital transformation and the effective implementation of e-learning and e-governance platforms across the Solomon Islands Public Service.

Position Creation and Establishment Restructuring:

The Ministry successfully facilitated the creation of 950 new positions across the Public Service during the quarter. The Social Sector accounted for the largest share with 641 positions (67%), followed by the Fundamental Sector with 154 positions (16%), the Productive Sector with 117 positions (12%), and the Resource Sector with 38 positions (4%). The significant increase in the Social Sector reflects the Government's continued investment in strengthening frontline service delivery, particularly in sectors such as health, education, and social services.

Reactivation of Positions:

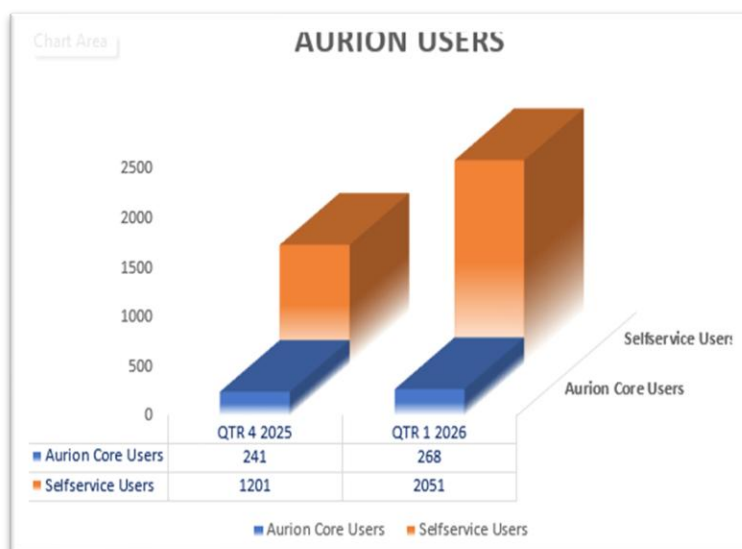
A total of 5 previously inactive positions were reactivated during Quarter 1. Of these, 3 positions were reactivated within the Social Sector, while 2 positions were reactivated in the Fundamental Sector. The reactivation of these positions enables ministries to fill critical vacancies and improve operational capacity without the need to establish entirely new positions.

Reprioritisation of Positions:

The Ministry also processed 3 reprioritised positions, all within the Social Sector. Reprioritisation allows existing positions to be realigned to higher organisational priorities, ensuring that human resources are deployed where they are most needed to support Government policies and service delivery objectives.

Establishment Restructuring:

As part of organisational restructuring efforts managed through the HRMIS, 46 new divisions were established during the reporting period. The Social Sector recorded the highest number with 44 new divisions, while the Fundamental Sector established 2 new divisions. These structural changes demonstrate ongoing efforts to strengthen organisational arrangements and improve the efficiency



Establishment Management through the HRMIS System – Quarter 1, 2026

During Quarter 1 of 2026, the Ministry of Public Service continued to strengthen establishment management through the Human Resource Management Information System (HRMIS) by supporting the creation, restructuring, reactivation, and reprioritisation of approved positions across the Solomon Islands Public Service. These activities ensure that organisational structures remain aligned with Government priorities while maintaining an accurate and up-to-date establishment database within the HRMIS.

and effectiveness of government institutions.

In addition, the Ministry processed 153 position upgrades across the Public Service. The Fundamental Sector accounted for 100 upgrades, followed by the Productive Sector (35), the Social Sector (17), and the Resource Sector (1). These upgrades reflect continuous efforts to align position classifications with evolving functional responsibilities and workforce requirements.

Overall, the Quarter 1 results demonstrate the Ministry's continued commitment to maintaining an effective establishment management system through the HRMIS. The significant number of newly created positions, together with the reactivation, reprioritisation, organisational restructuring, and upgrading of positions, supports a more responsive and strategically aligned Public Service capable of delivering the Solomon Islands Government's development priorities.

3.13. Upholding Professional Standards and Disciplinary

Professional Standards Unit Update on Public Servants' Conduct Quarter 1, 2026

During Quarter 1 of 2026, the Professional Standards Unit (PSU) continued to uphold ethical behaviour, integrity, accountability, and productivity across the Solomon Islands Public Service by investigating and managing cases of alleged misconduct in accordance with the Public Service Act, General Orders, and applicable disciplinary procedures. The Unit remained committed to promoting a culture of professionalism while ensuring that reported misconduct cases were managed fairly, transparently, and in accordance with due process.

A total of 16 misconduct cases were under management during the reporting period. This comprised 4 new cases reported during Quarter 1 of 2026 and 12 outstanding cases carried forward from 2025. Of the four new cases, three officers were placed on suspension pending the outcome of disciplinary investigations, demonstrating the Ministry's commitment to maintaining the integrity of the Public Service while allowing investigations to proceed without interference.

To ensure compliance with legal and administrative requirements, two cases were referred to the Attorney General's Chambers (AGC) for legal advice before further disciplinary action could be taken. This collaborative approach helps ensure that disciplinary decisions are legally sound and consistent with the provisions of the Public Service Act and other relevant legislation.

The distribution of reported misconduct cases by ministry indicates that the Ministry of Rural Development (MRD) recorded the highest number with 7 cases, accounting for nearly half of all reported matters. This was followed by the Ministry of Infrastructure Development (MID) with 4 cases, the Ministry of Health and Medical Services (MHMS) with 3 cases, while the Ministry of Public Service (MPS) and the Ministry of Finance and Treasury (MoFT) each recorded 1 case. These figures highlight areas where continued awareness, supervision, and reinforcement of ethical standards may be required.

Analysis by gender shows that 13 cases (81%) involved male officers, while 3 cases (19%) involved female officers, indicating that misconduct cases during the quarter were predominantly associated with male employees. The Professional Standards Unit will continue to monitor these trends to inform future ethics awareness programmes and preventive interventions.

An emerging trend observed during Quarter 1 was the high number of misconduct reports involving Constituency Officers, particularly those reported by Honourable Members. This pattern highlights the need for strengthened oversight, clearer guidance on roles and responsibilities, and continued awareness of the standards of conduct expected of public officers. The Ministry will continue to work with ministries, provincial administrations, and relevant stakeholders to promote ethical conduct, strengthen disciplinary compliance, and foster a professional, accountable, and productive Public Service.

3.14. Recruitment and Appointment

Recruitment and Appointment of Public Officers into the Solomon Islands Government Workforce – Quarter 1, 2026

During Quarter 1 of 2026, the Ministry of Public Service, through the Public Service Commission (PSC), continued to facilitate the recruitment and appointment of suitably qualified officers into the Solomon Islands Government (SIG) workforce. The recruitment process remained focused on ensuring that appointments were undertaken in accordance with the Public Service Act, recruitment principles, and merit-based selection processes to strengthen the capacity of ministries and agencies in delivering essential public services.

Based on recruitment decisions conveyed through Public Service Commission Meetings 1 to 15, a total of 53 recruitment and appointment submissions were considered during the reporting period. It should be noted that the 16th PSC Meeting, scheduled for 31 March 2026, was held after the reporting data had been extracted

and is therefore not reflected in this Quarter 1 report.

Of the 53 recruitment submissions, 47 appointments (89%) were approved by the Commission, while 6 submissions (11%) were deferred pending further information, clarification, or compliance with recruitment requirements before final consideration. This high approval rate demonstrates that most ministries submitted recruitment proposals that satisfied the Public Service Commission's recruitment standards and procedural requirements.

The approved recruitment actions resulted in 53 newly recruited officers joining the Solomon Islands Government workforce. Gender analysis indicates a relatively balanced recruitment outcome, with 28 male officers (53%) and 25 female officers (47%) appointed during the quarter. This distribution reflects continued progress towards promoting equitable employment opportunities for both men and women within the Public Service while ensuring appointments are based on merit and organisational needs.

Recruitment activities were undertaken across 17 Solomon Islands Government ministries and agencies, highlighting broad-based workforce strengthening across the Public Service. The Ministry of Education and Human Resources Development (MEHRD) recorded the highest number of recruitment submissions with 8 appointments, reflecting continued investment in the education sector. This was followed by the Ministry of Justice and Legal Affairs (MJLA) with 5 appointments, while both the Ministry of Provincial Government and Institutional Strengthening (MPNSCS) and the Ministry of Mines, Energy and Rural Electrification (MMERE) each submitted 4 appointments. The Ministry of Infrastructure Development (MID) and the Ministry of Finance and Treasury (MoFT) each

recorded 3 appointments, while the Ministry of Commerce, Industry, Labour and Immigration (MCA), Ministry of Lands, Housing and Survey (MLHS), and the Ministry of Environment, Climate Change, Disaster Management and Meteorology (MECDM) each submitted 2 appointments. The remaining ministries—the Ministry of Culture and Tourism (MCT), Ministry of Foreign Affairs and External Trade (MFAET), Ministry of Home Affairs (MHA), Office of the Auditor General (OAG), Ministry of Public Service (MPS), Ministry of Forestry and Research (MFR), Ministry of Fisheries and Marine Resources (MFMR), and the National Judiciary (NJ)—each recorded one appointment.

Overall, the Quarter 1 recruitment outcomes demonstrate continued progress in filling critical vacancies across the Solomon Islands Government workforce. The recruitment process has enabled ministries to strengthen organisational capacity, improve service delivery, and ensure that qualified personnel are appointed through transparent, competitive, and merit-based procedures. The Ministry of Public Service and the Public Service Commission will continue to support timely recruitment processes while maintaining high standards of governance, accountability, and fairness in public sector employment.

Appointment of Permanent Secretaries Quarter 1, 2026

During Quarter 1 of 2026, the Ministry of Public Service continued to facilitate the recruitment and appointment of Permanent Secretaries to ensure that ministries maintain effective leadership and administrative continuity. The Ministry worked closely with the Public Service Commission and relevant authorities to coordinate recruitment processes, provide administrative support, and ensure that appointments were undertaken in

accordance with the Public Service Act and established Government procedures.

During the reporting period, one Permanent Secretary appointment was successfully facilitated for the Ministry of Women, Youth, Children and Family Affairs (MWYCFA). Although the competitive selection and recruitment process for this position was completed during 2025, the formal appointment was finalised and effected in Quarter 1 of 2026. This appointment ensured that the Ministry continued to benefit from substantive executive leadership to guide policy implementation and service delivery.

The Ministry also continued to facilitate Permanent Secretary recruitment and appointment processes by monitoring contract expiry dates and planning for upcoming leadership transitions. As part of workforce succession planning, it was noted that the contracts of six (6) Permanent Secretaries are due to expire during 2026. Of these, three contracts are scheduled to expire in the second quarter, two in the third quarter, and one in the fourth quarter. These impending contract expiries require the timely initiation of recruitment and appointment processes to avoid leadership gaps within key government ministries.

Despite successfully facilitating one Permanent Secretary appointment during Quarter 1, the overall performance for this indicator is assessed as Red for the quarter. This rating reflects the need to commence recruitment activities for the six upcoming contract expiries to ensure appointments are completed before the end of each incumbent's term. The Ministry will prioritise these recruitment processes over the coming quarters to maintain continuity of executive leadership, strengthen governance, and support the effective delivery of Government policies and programmes across the Solomon Islands Public Service.

Public Service Commission Submissions and Appointment Decisions Quarter 1, 2026

During Quarter 1 of 2026, the Ministry of Public Service, through the Public Service Commission (PSC), continued to facilitate and convey a wide range of human resource submissions relating to recruitment, appointments, promotions, confirmations, fixed-term appointments (FTA), retirements, study leave, and other employment matters. These decisions are critical to maintaining an effective, merit-based, and responsive Solomon Islands Government workforce while ensuring that employment actions are processed in accordance with the Public Service Act, General Orders, and established PSC procedures.

Throughout the reporting period, the Commission considered 295 human resource submissions across sixteen employment categories. These included 53 recruitment and appointment submissions, 28 appointment on promotion submissions, 7 contract appointments, 3 acting appointments, 72 confirmations of probationary appointments, 31 confirmations of trial promotions, 42 upper segment promotions, 8 promotions, 6 accelerated promotions, 14 fixed-term appointments (FTA), 14 study leave approvals, 12 retirements, 2 medical retirements, 1 termination of probationary appointment, 1 Permanent Secretary appointment, and 1 appointment of the Ambassador to Belgium. The diversity and volume of submissions demonstrate the Commission's continued role in supporting workforce planning, employee development, succession management, and organisational continuity across the Public Service.

Gender analysis indicates that recruitment and appointment processes continued to promote balanced participation by both men and women. Of the 53 newly recruited

officers, 28 were male (53%) and 25 were female (47%), reflecting relatively equitable recruitment outcomes while indicating that slightly more males were newly appointed during the quarter. Appointment on promotion also favoured male officers, with 16 males and 12 females promoted. Contract appointments similarly comprised 6 males and 1 female, while acting appointments were predominantly female, with 2 female officers and 1 male officer appointed in acting capacities.

Career progression remained a significant focus during the quarter. The Commission confirmed 72 probationary appointments, comprising 40 male and 32 female officers, enabling newly appointed officers to become substantive public servants after successfully completing their probationary period. In addition, 31 officers were confirmed following trial promotions, with 19 males and 12 females receiving substantive promotion confirmation. A further 42 officers were approved for upper segment promotion, where female officers accounted for the majority (28 females compared to 14 males). Notably, the Ministry of Health and Medical Services (MHMS) recorded the highest number of female officers progressing through upper segment promotions, demonstrating continued advancement of women into senior leadership positions within the Public Service.

The Commission also considered 8 standard promotions, comprising 3 male and 5 female officers, together with 6 accelerated promotions, of which 4 were male and 2 were female. These promotion pathways recognise high-performing officers and support career development based on merit and organisational requirements.

Workforce mobility and employment management continued through the facilitation of 14 Fixed-Term Appointment (FTA) submissions, which were evenly

distributed between 7 male and 7 female officers, demonstrating gender balance in contractual employment arrangements. The Commission also approved 14 study leave applications, including 8 males and 6 females, reinforcing the Government's commitment to developing the capacity and professional skills of public officers.

During the quarter, 12 officers retired from the Public Service, comprising 9 males and 3 females, while an additional 2 officers (one male and one female) retired on medical grounds. The Commission also considered one termination of a probationary appointment, reflecting continued enforcement of employment standards where performance or conduct requirements were not satisfactorily met.

At the executive level, the Commission facilitated the appointment of one Permanent Secretary, while also supporting the appointment of one female Ambassador to Belgium. This appointment is particularly significant as it represents the appointment of the fourth female to serve in a High Commission or Ambassadorial role, reflecting the Solomon Islands Government's continued progress in promoting women's representation in senior leadership and diplomatic positions.

Analysis of ministry performance indicates that the Ministry of Education and Human Resources Development (MEHRD) recorded the highest number of newly recruited officers during Quarter 1, reflecting continued investment in strengthening the education workforce to support national development priorities.

Overall, the Quarter 1 results demonstrate the Public Service Commission's continued effectiveness in facilitating a broad range of employment decisions that support workforce renewal, career progression, succession planning, and organisational stability across the Solomon Islands Government. The volume of submissions

processed highlights the Commission's central role in ensuring that appointments, promotions, retirements, fixed-term engagements, and other human resource actions are undertaken transparently, efficiently, and in accordance with the principles of merit, fairness, and good public administration.

3.15. Evolving into E-Platforms

Implementation of the E-Platform for the Ministry of Public Service – Digital Repository for PSU

Setting up E-Learning Systems at IPAM: E-Learning Platform Implementation in the Solomon Islands Public Service

The Solomon Islands Government, through the Institute of Public Administration and Management (IPAM), continues to advance digital learning as part of its commitment to modernising public sector capacity development. The implementation of the E-Learning Platform provides public officers with greater flexibility to access professional development opportunities regardless of their location, supporting continuous learning while reducing travel costs and improving access for officers stationed outside Honiara.

During Quarter 1, IPAM successfully delivered one online training programme through the E-Learning Platform—the Performance Management Programme (PMP). The course was conducted over four days (2–5 February) and was facilitated by two Associate Trainers, ensuring participants received quality instruction and interactive learning throughout the programme.

The online course was designed to accommodate 35 participants, with 32 officers successfully registering, representing a 91% registration rate. Of

those registered, 19 participants completed the training, resulting in a 59% course completion rate. While the registration rate demonstrates strong interest in online learning, the completion rate highlights an opportunity to strengthen participant engagement further and provide additional support mechanisms to improve course completion in future online programmes.

Importantly, the E-Learning Platform has expanded access to training beyond Honiara. During the Quarter 1 delivery, three participants from Western Province successfully accessed the online course, demonstrating the platform's potential to increase participation from provincial public servants who may otherwise face logistical and financial barriers to attending face-to-face training.

The successful implementation of the online Performance Management Programme marks another important milestone in the Government's digital transformation agenda for public sector learning. As IPAM continues to expand its online training offerings, the E-Learning Platform is expected to play an increasingly significant role in delivering accessible, cost-effective, and inclusive professional development opportunities that strengthen the capability and performance of the Solomon Islands Public Service.

The implementation of the E-Platform also represents an important step towards establishing a Digital Repository for the Public Service Unit (PSU), where learning materials, training resources, guidelines, policy documents, presentations, and other relevant public service information can be stored and accessed electronically. A centralised repository would help reduce reliance on physical documents, improve the organisation and preservation of institutional knowledge, and make important resources more readily available

to public officers and training participants. It would also support continuity of knowledge when officers transfer between positions or ministries.

The development of the E-Platform and digital repository can further strengthen the Ministry's monitoring, evaluation, and learning functions by providing a structured mechanism for collecting and sharing training-related information. Over time, the platform could incorporate course materials, recorded sessions, participant resources, assessment tools, training completion records, and feedback from learners. This would enable IPAM and the Ministry of Public Service to better monitor participation and completion rates, identify learning needs, assess the effectiveness of online programmes, and use evidence to improve future capacity-development interventions.

Going forward, the continued expansion of the E-Learning Platform will require attention to digital infrastructure, user support, content development, data management, and system maintenance to ensure its sustainability and effectiveness. Particular consideration should be given to provincial officers who may experience challenges with internet connectivity, access to suitable devices, or digital literacy. Strengthening technical support, developing more online courses, regularly updating the digital repository, and promoting the platform across ministries will help increase utilisation and participation. In the longer term, the E-Platform has the potential to become a central digital learning and knowledge-sharing hub for the Solomon Islands Public Service, supporting a more accessible, efficient, and digitally enabled public sector workforce

4. Challenges

Updated Analysis of Key Challenges Faced by the Ministry of Public Service (MPS) Consolidated Issue Themes and Frequency Ranking

The Ministry of Public Service (MPS) continues to experience a range of operational, technological, financial, and administrative challenges that affect the effective implementation of its mandate and delivery of services to Ministries, Agencies, and Commissions. An expanded review of reported challenges indicates that the most persistent issues relate to resource limitations, HRMIS/Aurion system implementation, office infrastructure constraints, and capacity gaps among stakeholders.

The challenges have been analysed and grouped into key themes according to their frequency of occurrence and their impact on MPS operations. The analysis shows that while some issues are recurring and systemic, others are operational challenges that affect day-to-day service delivery.

Key Challenge Themes (Ranked by Frequency and Impact)

Theme 1: Digital Systems, HRMIS/Aurion Implementation and ICT Capacity Challenges (Most Frequent and Highest Impact)

The most significant and recurring challenge area relates to the implementation, functionality, and user capacity of the Aurion Human Resource Management Information System (HRMIS), as well as broader ICT infrastructure limitations within the Ministry.

Key Issues Identified:

- Limited technical capacity to fully implement the Aurion Recruitment Module.
- Need for user profiling of Aurion core users to determine appropriate access levels and enable development of user manuals and targeted training.
- Requirement to provide new officers with access to the Aurion system to perform their assigned HR functions.
- Need to update employee information within Aurion to improve data accuracy and reliability.
- Requirement for Ministries and Agencies structural realignment in Aurion to align approved organisational structures with approved budgets and establishment parameters.
- General Aurion system issues affecting users and HR processes.
- Attendance electronic registry system not functioning effectively, affecting workforce attendance monitoring and reporting.
- Existing office computers are outdated, slow, and frequently malfunctioning, affecting productivity and digital service delivery.

ICT and HRMIS-related challenges represent the most prominent issue affecting MPS operations. The continued difficulties with Aurion implementation, user access, data accuracy, and system functionality indicate that the Ministry requires strengthened technical support, improved ICT infrastructure, and ongoing user training.

The lack of updated computer equipment further compounds these challenges by

reducing efficiency in processing HR transactions, reporting, and administrative work. Strengthening digital infrastructure and system governance will be critical to achieving effective workforce management and improving evidence-based decision-making across the Public Service.

Theme 2: Resource and Budget Constraints Affecting Programme Delivery (Very High Impact)

Financial limitations remain a major cross-cutting challenge affecting the Ministry's ability to implement planned activities, maintain operational requirements, and respond to increasing demands.

Key Issues Identified:

- Limited budget allocation for the Socialization of the Public Service Legislative Framework, affecting awareness and engagement activities with Ministries and Agencies.
- High demand for training compared to available training funding.
- Limited capability and capacity to meet the growing learning and development needs of SIG officers.
- Insufficient operational resources, including:
 - Photocopier toner shortages.
 - Lack of sufficient printing paper.
 - Unavailability of essential office stationery.
- Fuel constraints affecting operational movements and activities.

Resource constraints continue to affect both strategic and routine operations of MPS. While the Ministry has increasing responsibilities in implementing Public Service reforms, available resources remain

insufficient to fully support planned activities.

Shortages of basic office supplies, including toner, paper, and stationery, directly affect administrative efficiency, while limited funding for training and reform socialisation activities reduces the Ministry's ability to build capacity and communicate important Public Service changes.

Improved budget planning, timely procurement processes, and stronger alignment between operational needs and financial allocations are required to address these recurring constraints.

Theme 3: Public Service Capacity Building and Stakeholder Understanding Challenges (High Frequency)

A significant challenge identified relates to the capacity of Ministries and Agencies to understand and comply with Public Service employment policies, procedures, and requirements.

Key Issues Identified:

- Ministries and Agencies remain unclear about employment processes and requirements.
- Need for increased awareness and guidance on recruitment, appointment, and other HR procedures.
- High demand for training programmes exceeding available resources.
- Limited capacity to provide sufficient training coverage across SIG.

Confusion among Ministries and Agencies regarding employment procedures contributes to delays, incomplete submissions, and increased administrative

workload for MPS and the Public Service Commission Secretariat. This indicates a need for strengthened communication, targeted awareness sessions, and simplified guidance materials.

The demand for training demonstrates a strong appetite among officers to improve their skills; however, limited funding and capacity restrict the Ministry’s ability to respond comprehensively. Expanding training opportunities, including online and provincial delivery approaches, will be important to address capability gaps.

Theme 4: Records Management and Administrative Information Challenges (Moderate Frequency)

Records management issues continue to affect administrative efficiency and timely processing of HR-related matters.

Key Issues Identified:

- Missing Personal Files (P/F) when required for official processing.
- Need to improve access, tracking, and management of employee records.

The absence of required personnel files creates delays in decision-making, employment verification, and processing of HR transactions. This challenge highlights the importance of strengthening records management practices, improving file tracking systems, and progressing towards digital records management solutions.

Theme 5: Logistics and Operational Support Constraints (Lower Frequency but Operationally Significant)

Although logistics challenges occur less frequently than ICT and resource-related issues, they continue to affect the Ministry’s ability to conduct outreach, consultations, and operational activities.

Key Issues Identified:

- Limited vehicle capacity, with only a 10-seater van available, restricting movement of larger teams.
- High fuel consumption affecting operational availability.
- Transport limitations affecting workshops, consultations, and field activities.

Logistical constraints reduce operational flexibility, particularly for activities requiring movement of officers, stakeholder engagement, and provincial implementation. Strengthening transport arrangements and ensuring adequate operational support will improve the Ministry’s efficiency in delivering programmes and reforms.

Logistical constraints reduce operational flexibility, particularly for activities requiring movement of officers, stakeholder engagement, and provincial implementation. Strengthening transport arrangements and ensuring adequate operational support will improve the Ministry’s efficiency in delivering programmes and reforms. Limited access to vehicles and fuel can also delay field visits, consultations, and monitoring activities. Improved transport planning and timely provision of logistical resources will help reduce these delays and support more consistent implementation.

In addition, having reliable transport and logistical resources will enable officers to respond more quickly to operational demands and complete planned activities within the required timeframes. This will be particularly important for provincial outreach, monitoring visits, training activities, and coordination with Ministries and Agencies outside Honiara.

Consolidated Challenge Priority Ranking

Rank	Key Issue Theme	Frequency/Impact Level	Main Implications
1	HRMIS/Aurion, ICT Systems and Digital Infrastructure Challenges	Very High	Affects recruitment, HR data management, reporting, attendance monitoring, and digital transformation
2	Budget, Procurement and Resource Constraints	Very High	Limits implementation of reforms, training, socialisation activities, and daily administrative operations
3	Capacity Building and Stakeholder Understanding	High	Causes confusion in employment processes and increases demand for guidance and training
4	Records Management and Personnel File Challenges	Moderate	Delays HR processing and access to critical employee information
5	Logistics and Transport Constraints	Lower	Limits mobility, workshops, consultations, and provincial engagement activities

The expanded analysis confirms that the Ministry’s most significant challenges are concentrated around digital transformation, resource availability, and institutional capacity development. The continued issues with Aurion HRMIS, outdated ICT equipment, limited technical capacity, and insufficient system user support represent the largest barriers to improving HR management efficiency.

At the same time, shortages in basic operational resources such as toner, paper, stationery, and limited training funding demonstrate the need for improved resource planning and procurement management. Confusion among Ministries and Agencies regarding employment processes further highlights the importance of strengthening communication, awareness, and capacity-building initiatives.

Moving forward, MPS should prioritise:

- Strengthening Aurion technical support, user profiling, training, and data management;

- Improving ICT equipment and digital infrastructure;
- Securing adequate operational and training budgets;
- Expanding stakeholder awareness on Public Service processes;
- Strengthening records management and administrative systems; and
- Improving logistics support for effective programme implementation.

Addressing these priority areas will enhance the Ministry’s operational efficiency and strengthen its ability to support effective Public Service administration and reform implementation.

Addressing these priority areas will enhance the Ministry’s operational efficiency and strengthen its ability to support effective Public Service administration and reform implementation. It will also improve coordination across divisions, strengthen service delivery to Ministries and Agencies, and ensure that available resources are better aligned with key organisational priorities.

5. Way Forward

Analysis of Proposed Way Forward Actions for Challenges Faced by the Ministry of Public Service (MPS) Key Themes and Priority Ranking

The proposed way forward actions developed by the Ministry of Public Service (MPS) demonstrate a targeted response to the operational, technological, financial, and capacity challenges affecting service delivery. Analysis of the proposed solutions indicates that the majority of interventions focus on strengthening digital systems (Aurion HRMIS), improving stakeholder capacity, addressing resource shortages, and enhancing operational efficiency.

The frequency and significance of the proposed actions have been grouped into key themes, highlighting the areas requiring the greatest attention and investment.

Key WayForward Themes (Ranked by Frequency and Importance)

Theme 1: Strengthening Aurion HRMIS Implementation and Technical Capacity (Most Frequent and Highest Priority)

The most common way forward actions relate to improving the functionality, governance, and utilisation of the Aurion HRMIS. This reflects the importance of resolving system-related challenges as a foundation for improving Public Service workforce management.

Key Actions Proposed:

- Research alternative technical options while continuing engagement with the current service provider to address existing system issues.

- Engage with the Aurion Advisor to obtain technical assistance and strengthen internal capacity to implement the Recruitment Module.
- Liaise with the Aurion Advisor to review and update Aurion user profiles to ensure system access reflects actual administrative responsibilities performed by Ministry and Agency users.
- Develop appropriate Aurion user manuals based on different user profiles and conduct targeted training.
- Work with HR Managers in line Ministries to ensure approved organisational structures are correctly reflected in Aurion.
- Coordinate with the Budget Unit to align divisional budget heads with structures recorded in the Aurion production environment.
- Continue following up with Aurion on outstanding technical issues.
- Maintain current staffing levels to ensure continuity of HRMIS support and implementation.

The high frequency of Aurion-related interventions indicates that digital transformation remains the Ministry's highest priority area for improvement. The proposed actions demonstrate recognition that successful HRMIS implementation requires not only technical fixes but also improved governance, user capacity, accurate organisational structures, and effective system ownership.

Engaging the Aurion Advisor and strengthening internal technical capacity will be critical to reducing dependence on external support and ensuring sustainable management of the system. Improving user profiles and aligning structures within Aurion will also enhance data accuracy,

reporting capability, and decision-making across the Public Service.

Theme 2: Strengthening Training Delivery and Capacity Development (High Priority)

The second most common theme relates to addressing skills gaps and increasing access to learning opportunities for Public Service officers.

Key Actions Proposed:

- Encourage the use of online training modes to increase accessibility and reduce delivery costs.
- Introduce training quotas by quarter (three training opportunities per quarter) to improve planning and manage limited resources.
- Begin training delivery in Honiara and nearby provinces before expanding to more remote locations.
- Seek donor support to expand training opportunities and strengthen capacity-building programmes.

The proposed actions recognise the gap between increasing demand for training and limited available resources. Expanding online learning options and introducing structured quarterly quotas will help manage demand while maximising available resources.

Starting with Honiara and nearby provinces provides a practical approach for improving coverage while reducing logistical costs. However, longer-term expansion will require additional funding partnerships, including engagement with development partners and donors.

Theme 3: Improving Operational Resources, Procurement and Office Support (Moderate to High Priority)

A significant number of proposed actions focus on addressing shortages of essential operational resources affecting daily Ministry functions.

Key Actions Proposed:

- Procure photocopier toner and printing paper in advance to avoid disruptions.
- Procure new computers to replace outdated and malfunctioning equipment.
- Procure essential stationery items required for daily operations.
- Increase fuel stock availability to support operational activities.

The proposed solutions highlight that basic operational constraints continue to affect productivity and service delivery. Addressing shortages of office supplies and improving ICT equipment will provide immediate improvements to workflow efficiency.

Although these issues may appear operational in nature, their recurring occurrence indicates the need for improved procurement planning, timely budget utilisation, and stronger forecasting of essential resource requirements.

Theme 4: Strengthening Communication, Awareness and Support to Ministries and Agencies (Moderate Priority)

Another important theme relates to improving understanding among Ministries and Agencies regarding Public Service processes and requirements.

Key Actions Proposed:

- PSC and EMU to provide clarification and guidance to Ministries through phone and email communication.
- Develop a longer-term plan to organise workshops to explain employment processes, requirements, and Public Service procedures.

The proposed actions address the confusion experienced by Ministries and Agencies regarding employment processes. Short-term communication through phone and email provides immediate support, while structured workshops provide a more sustainable solution by improving institutional understanding and reducing repeated clarification requests.

This approach will strengthen compliance, improve submission quality, and reduce administrative delays.

Theme 5: Strengthening External Partnerships and Resource Mobilisation (Lower Frequency but Strategic Importance)

Key Actions Proposed:

- Seek donor support for priority activities.
- Explore additional options and alternative solutions while working with existing service providers.

Although mentioned less frequently, resource mobilisation is strategically important for addressing capacity and financial limitations. External partnerships can provide technical expertise, financial assistance, and opportunities for innovation, particularly in areas such as digital transformation, training delivery, and Public Service reform implementation.

The analysis of the proposed way forward actions indicate that MPS is prioritising solutions that address both immediate operational barriers and longer-term institutional strengthening. The most dominant priority is the improvement of the Aurion HRMIS system, reflecting the critical role of digital workforce management in modernising Public Service administration.

The second major priority is strengthening workforce capacity through improved training approaches, including online learning and phased expansion of training delivery. Addressing shortages in ICT equipment, office supplies, and operational resources remains necessary to improve everyday productivity.

The proposed approach of combining internal improvements, stakeholder engagement, donor support, and technical partnerships provides a balanced pathway for addressing current challenges. Successful implementation will require strong coordination with Ministries and Agencies, consistent engagement with service providers, improved resource planning, and sustained investment in digital transformation and workforce development. The proposed approach of combining internal improvements, stakeholder engagement, donor support, and technical partnerships provides a balanced pathway for addressing current challenges. Successful implementation will require strong coordination with Ministries and Agencies, consistent engagement with service providers, improved resource planning, and sustained investment in digital transformation and workforce development. Regular monitoring of these interventions will also be important to assess progress, identify emerging gaps, and ensure that resources and technical assistance are directed towards areas with the greatest operational need.

Consolidated Ranking of Way Forward Themes

Rank	Way Forward Theme	Frequency/Importance	Expected Contribution
1	Aurion HRMIS Improvement and Technical Capacity Strengthening	Very High	Improves HR data management, recruitment processes, reporting, and digital workforce management
2	Training Expansion and Capacity Development	High	Improves skills, capability, and performance of Public Service officers
3	Procurement and Operational Resource Improvement	Moderate–High	Strengthens daily operations through reliable equipment and supplies
4	Communication and Awareness Support to Ministries/Agencies	Moderate	Improves understanding of employment processes and compliance requirements
5	Donor Engagement and External Support Mobilisation	Lower Frequency but Strategic	Provides additional resources and technical assistance for reforms

Summary

The Ministry of Public Service (MPS) Quarter 1 Performance Report for 2026 presents the Ministry's progress during the first three months of the year in implementing its Annual Work Plan (AWP) and advancing the priorities of the Public Service Transformation Strategy. The report provides an overview of programme implementation, divisional performance, institutional achievements, key challenges, and priority actions across the Ministry's five operational divisions: the Public Service Commission (PSC), Governance and Performance Management (GPM), Workforce Management (WFM), the Institute of Public Administration and Management (IPAM), and Corporate Services.

Quarter 1 focused on establishing a strong foundation for implementation, strengthening operational planning, and advancing reforms that will drive performance throughout 2026. Across the Ministry, significant progress was made in promoting good governance, strengthening workforce management, building institutional capacity, and improving systems that support an effective, professional, and accountable Public Service.

Performance across the Ministry demonstrates encouraging progress. The Public Service Commission recorded 67% Green performance, reflecting continued delivery of merit-based appointments, promotions, disciplinary processes, and strengthened human resource governance. Governance and Performance Management achieved 80% Yellow performance, with the majority of planned governance reforms, policy initiatives, and performance monitoring activities progressing according to schedule. Workforce Management recorded 42% Green and 50% Yellow performance, reflecting ongoing implementation of workforce planning, establishment reviews, HR policy development, and compliance activities. The

Institute of Public Administration and Management achieved 71% Green performance, continuing to deliver leadership development and professional training programmes that strengthen the capability of public officers. Corporate Services recorded 57% Green performance, providing effective financial, procurement, ICT, administrative, and logistical support that enabled the Ministry to maintain efficient operations.

A major achievement during the quarter was the passage of the Public Service Act by Parliament, marking a significant milestone in the Government's Public Service Reform Programme. The Ministry has since commenced awareness and socialisation activities with Ministries and stakeholders while progressing the development and finalisation of the Public Service Regulations, which will provide the operational framework required for effective implementation of the new legislation.

Despite these achievements, several challenges continue to affect programme delivery. The most significant relate to the implementation of the Aurion Human Resource Management Information System (HRMIS), including system functionality, user access, data quality, and ICT infrastructure limitations. Resource and budget constraints continue to impact training delivery, reform socialisation, procurement of essential office supplies, and operational activities. Capacity gaps within Ministries and Agencies regarding employment processes remain evident, contributing to increased demand for training and technical guidance. Additional challenges include weaknesses in records management, missing personnel files, limited transport capacity, and logistical constraints that affect outreach and service delivery.

To address these challenges, the Ministry has identified several priority actions for implementation during the remainder of 2026. These include strengthening Aurion HRMIS through enhanced technical support, improved governance, user profiling, and targeted training; expanding capacity-building programmes through online learning, structured training schedules, and donor partnerships; improving procurement planning and the provision of essential operational resources; strengthening communication and awareness programmes to improve understanding of Public Service policies and procedures; and mobilising external partnerships to support digital transformation, institutional development, and reform implementation.

Overall, the Quarter 1 results demonstrate that the Ministry has established a positive foundation for 2026. While several initiatives remain ongoing, the Ministry is well positioned to build on early achievements, strengthen implementation, and deliver improved performance outcomes. Continued focus on legislative reform, digital transformation, workforce capability, and institutional strengthening will support the Ministry's vision of a responsive, accountable, and high-performing Public Service that contributes to the national development aspirations of Solomon Islands.

APPENDIX

Public Service Commission Quarter 1 Report



Solomon Islands Government
Ministry of Public Service

PUBLIC SERVICE MONITORING, EVALUATION, ACCOUNTABILITY, AND LEARNING FRAMEWORK

PUBLIC SERVICE COMMISSION **QUARTER ONE REPORT 2026**

Progress and Results Table

RESULT CODE	OUTPUT KEY RESULT AREA	PSTS ACTION	RESULT INDICATOR	QUANTITATIVE AND QUALITATIVE INDICATOR UPDATE REPORT (Look at your divisional mandates, annual work plan outputs and activities, and provide information for this section. It should contain the indicator numbers and an explanation on how you manage to accomplish the result)	Annual Work Plan Activity Output	TRAFFIC LIGHT (GREEN, YELLOW, ORANGE, RED)
OKRA1	Appointment and Recruitment (Convey)	Institutionalizing Human Resources Governance	SIG 24 Ministries and Agencies, Appointments and Recruitments conveyed No. of appointments and recruitment conveyed by Ministries per year	Recruitment and Appointment = 53 (The total is extracted from meetings 1 to 15 – final meeting for QTR 1 will be conducted on 31st March 2026). Therefore, data for 16th meeting is not included in this reporting. Total: 53 newly recruits M= 28 F = 25 Approvals: 47 Deferrals: 6 Ministries: 17 ministries submitted for newly recruits. MCT – 1 MFAET – 1 MHA – 1 OAG- 1 MPS - 1 MFR - 1 MFMR - 1 MID - 3	Decisions despatched to Ministries	

				MCA - 2 MLHS -2 MEHRD - 8 NJ - 1 MPNSCS- 4 MOFT - 3 MECCDM - 2 MJLA – 5 MMERE - 4		
OKRA2	Appointment and Recruitment (Permanent Secretary)	Institutionalizing Human Resources Governance	Ministries' Permanent Secretaries are recruited and appointments are facilitated- No. of Permanent secretaries recruited and appointed p. (Include facilitation) No. of PS recruitment facilitated	Appointment PS MWYCFA – 1 – Selection process done in 2025 however, appointment made in 2026. Contract of Six (6) PSs will end 3 of them will end in 2 nd ; 2 in 3 rd and another one in 4 th QTR. Therefore, the activity is red for this quarter.	Candidates for Permanent Secretary post interviewed , selected and appointment	

			No. of PS appointment facilitated.			
OKRA3	Appointment and Recruitment (Submissions)	Institutionalizing Human Resources Governance	Submissions on new appointments , promotion, confirmation, acting appointments , FTA & retirement, appeal cases, and others are considered- No. of submissions on new appointment on promotion convey/ facilitated per year No. of appointments on promotion convey/	1. Recruitment and Appointment – 53, M=28, F= 25 2. Appointment on promotion = 28 - M=16, F =12 3. Appointment on contract = 7, M=6 F=1 4. Acting Appointment = 3, M=1 F=2 5. Confirmation of Probationary appt = 72, M= 40 F=32 6. Confirmation of Trial Promotion = 31, M=19 F= 12 7. Upper segment promotion = 42, M= 14, F=28 8. Promotion = 8. M= 3, F= 5 9. Accelerated promotion = 6, M= 4, F= 2 10. Retirement = 12, M= 9 F= 3 11. Retirement under medical = 2, M= 1 F= 1 12. FTA = 14, M= 7 F=7 13. Termination of Probationary = 1, M=1 14. Study leave = 14, M= 8 F=6 15. Appointment PS = 1, M=1 16. Appointment Ambassador to Belgium = 1, F=1 • More males newly appointed males than females • MEHRD has recorded high number of newly recruited officers • MHMS recorded more females in upper segment promotion. • 4th Female appointed to high Commission office	Submissions on new appointments, promotions, confirmation, acting appointments, FTA & retirement, appointments, FTA & retirement, appeal cases, and others are considered.	

			Facilitated per year No. of FTA Appointments convey per year No. of Request for FTA by Ministry No. of Retirements convey per year No. of appeal cases considered per year No. of Postings of Public Officers by Ministry		
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OKRA4	Office Management	Create a dynamic and lean organization	Provide the relevant Commissions with dynamic secretariat and administrative support roles- No. of PSC meeting facilitated by the PSC secretariat Funding support for PSC meeting - Allowances	PSC support team has continuously provided the usual needed support for Commissions (PSC, PCSC, & JLSC) - In respect of agenda/meetings, PSC prepared and conducted 16 meetings and 1 Circulation of Papers; JLSC prepared and deliberated on 3 Circulation of Papers; and PCSC prepared and conducted 2 meetings (1 was a circulation of papers, and 1 was a meeting) - For sitting allowances, only 5 meetings are yet to be paid; 4 for PSC and 1 for PCSC. The reason is due to insufficient funds as imprest is due for retirement and replenishment. - In terms of e-submission, laptops have been procured. Hopefully implementation will begin in 2nd quarter	Submissions on new appointments, promotions, confirmation, acting appointments, FTA & retirement, appeal cases, and others are considered	
17. Issues encountered with implementation				18. How to address the issues		
- Photocopy machine-toner issues and papers - Computers old, very slow and malfunction - Stationaries still unavailable - Ministries/agencies confused about employment processes & requirements.				- Toner and papers need to be procured in advance. - Procurement of new PCs. - Procurement of most needed stationaries ought to be done. - PSC/EMU explain to Ministries through phone/email. Long term plan organize workshop.		

Governance and Performance Management Quarter 1 Report



Solomon Islands Government
Ministry of Public Service

PUBLIC SERVICE MONITORING, EVALUATION, ACCOUNTABILITY, AND LEARNING FRAMEWORK
GOVERNANCE AND PERFORMANCE MANAGEMENT
QUARTERLY REPORTING TEMPLATE

Progress and Results Table

RESULT CODE	OUTPUT KEY RESULT AREA	PSTS ACTION AREA	RESULT INDICATOR	QUANTITATIVE AND QUALITATIVE INDICATOR UPDATE REPORT (Look at your divisional mandates, annual work plan outputs and activities, and provide information for this section. It should contain the indicator numbers and an explanation on how you manage to accomplish the result)	Annual Work Plan Activity Output	TRAFFIC LIGHT COLOUR (GREEN, YELLOW, ORANGE, RED)
OKRA5	E-Governance Platforms	Creating highly capable organizations	Develop and Implement E-Learning and Governance Platforms - No. of E- Learning and Governance Platforms established	1. Forum for Digital Transformation—Digital Transformation Committee established in the Office of the Prime Minister; MPS is part of the Forum ICTSU; OPMC and MCA are part of the Committee. 2. SIG ICT Host-strategic priorities, key challenges, and opportunities for coordinated digital transformation across ministries. Key issue raised a. Digitalize files for MPS b. Ministry websites is compatible with the operating system of the smart phones. c. Gaps on digital space- Human resources d. If system in place ways to strengthened it 3. OPMC -Digital Transformation Meeting. Key issue discussed a. Digital Payment b. Propose workshop Digital Public Infrastructure	Developing E - Platforms	

				4. Waiting for Report from UNDESA due March /April																		
OKRA6	Performance Management	Institutionalizing human resource governance	Coordinate and manage the implementation of Performance Management and other related regulations within the Ministry - No. of Public Officers PMP processed and actioned.	A total of 28 PMP incremental awards convey in the 1st quarter (Jan- March) No of Officer Awarded increment Jan March <table><thead><tr><th>Department</th><th>No. of Officers</th></tr></thead><tbody><tr><td>MFMR</td><td>8</td></tr><tr><td>MFAET</td><td>3</td></tr><tr><td>MCA</td><td>3</td></tr><tr><td>MECDM</td><td>3</td></tr><tr><td>MJLA</td><td>4</td></tr><tr><td>MPNSCS</td><td>5</td></tr><tr><td>MRD</td><td>2</td></tr></tbody></table>	Department	No. of Officers	MFMR	8	MFAET	3	MCA	3	MECDM	3	MJLA	4	MPNSCS	5	MRD	2	Redesigning and socialization of the PMP policy	
Department	No. of Officers																					
MFMR	8																					
MFAET	3																					
MCA	3																					
MECDM	3																					
MJLA	4																					
MPNSCS	5																					
MRD	2																					

				Number of incremental points awarded per officer Jan- March 2026 <table><thead><tr><th>Department</th><th>2 Incremental points Awarded</th><th>3 Incremental points Awarded</th></tr></thead><tbody><tr><td>MFMR</td><td>5</td><td>3</td></tr><tr><td>MFAET</td><td>4</td><td>2</td></tr><tr><td>MCA</td><td>4</td><td>0</td></tr><tr><td>MECDM</td><td>1</td><td>2</td></tr><tr><td>MJLA</td><td>2</td><td>2</td></tr><tr><td>MPNSCS</td><td>2</td><td>3</td></tr></tbody></table>	Department	2 Incremental points Awarded	3 Incremental points Awarded	MFMR	5	3	MFAET	4	2	MCA	4	0	MECDM	1	2	MJLA	2	2	MPNSCS	2	3		
Department	2 Incremental points Awarded	3 Incremental points Awarded																									
MFMR	5	3																									
MFAET	4	2																									
MCA	4	0																									
MECDM	1	2																									
MJLA	2	2																									
MPNSCS	2	3																									
OKRA7	Disciplinary	Institutionalizing human resource governance	Ethical behaviour and productivity - No. of Misconduct Cases Reported by type	Output 3.1 16 total reported misconduct cases a. 4 Cases – Q1- 2026- 3 on Suspension b. 12 Outstanding from 2025 - Current cases with AG a. 2 with AGC for Legal Advice Cases by Ministries - MPS- 1 - MID – 4 - MHMS – 3 - MRD – 7 - MoFT – 1 Cases by Gender Male – 13	Investigation into reported cases of alleged misconduct (both ongoing and new) conducted																						

				Female – 3		
				Trend- High rates of Constituency Officers being reported by Hon.		
OKRA8	Monitoring, Evaluation, Learning	Create an environment to foster research & innovation	Ensure the efficient Administration and Management of the Public Service - No. of MPS Reflections/Reporting Workshops Conducted. - No. of Quarterly Reports Published. - No. of Annual Reports Produced. - No. of Newsletters Published. - No. of SIPS Survey conducted. - No. of PSSS Survey Conducted	To ensure that there is efficient Administration and Management of Public Service, the Ministry has developed a MEAL Framework to help monitor, evaluate, learn, and hold accountable the SIG workforce. The PS MEAL Framework is already endorsed for implementation, and it is in its full program engagement. The following indicator updates are related to its implementation- • 1 Reflection and Reporting Workshop for Quarter 1 2026 January, February and March is expected to be conducted on 30th March 2026. As we speak it is conducted. Most of the Senior staff of MPS, including the PS and DS's are expected to attended the Session, which is always successful on reflecting on the progress of implementation and planning how to approach the 2nd quarter together. • The 2025 Annual Report is now compiled and ready to be finalized and endorsed at the Ministerial Level by PS and to be presented to the Cabinet for vetting. Verification of all Data is ongoing and the draft will be send out to HRMs for validation this week before	Socialise, and Pilot the Monitoring, Evaluation Accountability & Learning Framework for Public Service	

				finalization and submission to cabinet. The Report contains all the information on the work of the Ministry, including Performance, Results, Challenges, and the way forward for 2026. It is highly recommended that all officers read it in order to reflect and plan how to improve work outputs in 2026. • The first Quarterly Report for 2026 is expected to be compiled and published by the last day of April 2026. Its collection and collating of information are expected to be done straight after the Reflection Workshop Quarter 1. • The first Quarterly Newsletter for 2026 is expected to be compiled and published by April 30th . Writeup is expected to begin straight after the Reflection Workshop. • The Solomon Islands Public Sector Survey (SIPS) is expected to be conducted this year 2026. According to the Socialization Plan, the SIPS Survey is expected to be conducted in the months of May, June and July when the team went out to the provinces and Honiara to do the Socialization Activities. The MEALTC will meet this week to finalize the TOR and Survey Tools.		
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OKRA9	Gender Mainstreaming	Sensitizing Gender & Inclusion in governance	Gender Equality and Social Inclusion in Public Service Workforce - No. of Male Public Officers Recruited - No. of Female Public Officers Recruited - No. of Special Need person Recruited Gender Equality and Social Inclusion in Public Service Workforce - No. of Public Servants recruited by Ministry /Gender per year - No. of Public servants recruited with Special Needs by gender	Draft Public Service Reasonable Accommodation guidance to support employees with disability. Review of document to be held early in the second quarter due to stakeholder work schedule conflict ((should have been conducted in the first quarter). Establishment of Paternity Leave (a policy action in the GESI Policy) waiting upon gazette of Public Service Regulations-terms of conditions. Number of Permanent Secretaries: 22 males and 2 females Deputy Secretaries: 35 males and 13 females Director: 97 males and 25 females of 122 posts. Deputy Director: 48 males and 8 females Human Resources Manager: 11 males and 12 females Financial Controller: 21 males and 4 females Ambassadors: 7 males and 2 females Note: Sex disaggregated data on Recruitment and Training data to be provided by EM and Training Units. Also, employee with disability is not captured	GESI policy is socialised across the Public Service	
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			- No. of women/male with Executive roles in the public service. - No. of women/male with Managerial roles in Public Service - No. of Public servants trained in Gender per year	because of non-disclosure. The establishment of the reasonable accommodation will assist with the data		
OKRA10	Policy Research and Innovation (Performance)	Create an environment to foster research & innovation	Provide an environment that facilitates employee performance, creativity, and innovation. - No. of Social Researches/Study to improve Public Service Conducted and Report Published. - No. of Policy to improve Public Service endorsed by Cabinet	Number of social research conducted ✓ No research has been conducted so far, but will work on the research paper a. Mamara Housing issue. Working on the following Reports ✓ Annual Leave Policy Report should be submitted at the end of the second quarter- Interview and survey questionnaire has been prepared with the support from MEL team. ✓ Review UMI WAKA GUD CONTRACT Guidelines Policy- Finishing of this guidelines by end of this week.	Policy Development	

OKRA11	Policy Research and Innovation (Regulations)	Create an environment to foster research & innovation	Ensure strategic priorities of the government are implemented in accordance with bodies of laws, regulations, policies, rules, and guidelines governing the roles and conduct of Public Officers. - No. of SIG Public Service Policies Endorsed by Cabinet - No of SIG policies reviewed	1. No submission on Public Service Policies made to Cabinet in the first quarter 2. Public Service Act passed 2025 a. Socialization of Public Service Framework to start April-August 3. Policies currently under review a. Public Service Regulations b. Public Service Orders c. Training Policy d. Performance Management e. LDSB	Regulations	
4. Issues encountered with implementation				5. How to address the issues		
Challenges: Budget for Socialization of the Public Service Legislative Framework				1) Begin with Honiara and provinces that are close to Honiara 2) Seek donor support		

Workforce Management Quarter 1 Report



Solomon Islands Government

Ministry of Public Service

PUBLIC SERVICE MONITORING, EVALUATION, ACCOUNTABILITY, AND LEARNING FRAMEWORK

WORKFORCE MANAGEMENT DIVISION

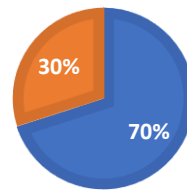
QUARTERLY REPORTING TEMPLATE – QUARTER 1 SEPARATION UNIT 2026.

PROGRESS AND RESULTS TABLE

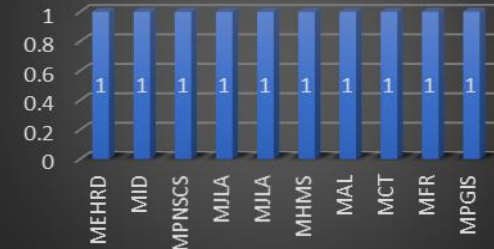
RESULT CODE	OUTPUT KEY RESULT AREA	PSTS ACTION	RESULT INDICATOR	QUANTITATIVE AND QUALITATIVE INDICATOR UPDATE REPORT (Look at your divisional mandates, annual work plan outputs and activities, and provide information for this section. It should contain the indicator numbers and an explanation on how you manage to accomplish the result)	TRAFFIC LIGHT COLOUR (GREEN, YELLOW, ORANGE , RED)					
OKRA 15	Review of Terms and Conditions of Service		LDSB REVIEW Meetings and Draft report produced	<u>ACTIVITY 4.3: LDSB REVIEW</u> - 2 meeting held - Draft report produced & draft submitted for LDSB regulation - Finalizing Criteria’s qualifying employees for LDSB						
	Separation and Retirement	Institution alizing human resource governanc e	2026 Retirees send to Ministries for verification	<u>ACTIVITY 10.1 & 10.2: LIAISE WITH HRMIS TO EXTRACT DATA OF OFFICERS REACHING 55 YEARS OF AGE</u> - List of employees retiring in 2026 send to HRMs of each ministry for verifying - Good responses from ministries						
			Manage the retirement and separation processes in an efficient and effective manner.	<u>ACTIVITY 10.3 & 10.4: DETAILS OF THE SEPARATION PROCESSES</u> <u>A/ RETIREMENT NOTICE ISSUED – Q1 2026</u> <table border="1"><thead><tr><th colspan="2">Q1 RETIREMENT NOTICES BY GENDER</th></tr></thead><tbody><tr><td>MALE</td><td>7</td></tr><tr><td>FEMALE</td><td>3</td></tr><tr><td>Q1 TOTAL</td><td>10</td></tr></tbody></table>	Q1 RETIREMENT NOTICES BY GENDER		MALE	7	FEMALE	3
Q1 RETIREMENT NOTICES BY GENDER										
MALE	7									
FEMALE	3									
Q1 TOTAL	10									

2026 -Q1 RETIREMENT NOTICE BY GENDER

■ Male ■ Female



Q1-2026 RETIREMENT NOTICE BY MINISTRY



NOTE: ★

Q1-2026 TOTAL RETIREMENT NOTICE ISSUED

Q1	10
Q1 TOTAL	10

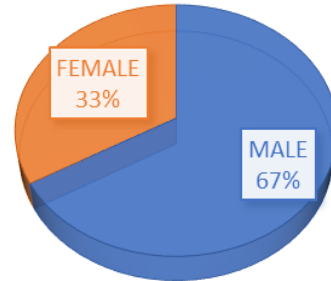
10 retirement notices were issued in **Q1**. Currently unit following the retirement list and issuing notices accordingly as they due.

B. RETIREMENT SUBMISSION TO COMMISSIONS

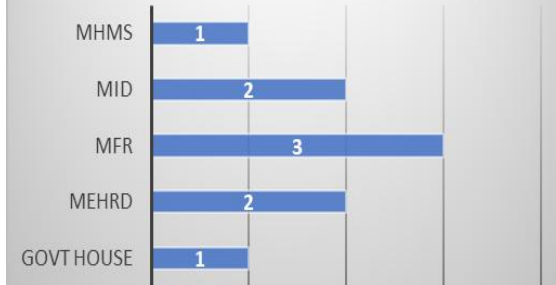
Q1-2026 RETIREMENT SUBMISSION BY GENDER

MALE	6
FEMALE	3
Q1 TOTAL	9

Q1-2026 SUBMISSION TO COMMISSIONS BY GENDER



Q1-2026 RETIREMENT SUBMISSION TO COMMISSION BY MINISTRY



NOTE: ★

Q1-2026 TOTAL RETIREMENT SUBMISSION TO COMMISSIONS

Q1	9
Q1 TOTAL	9

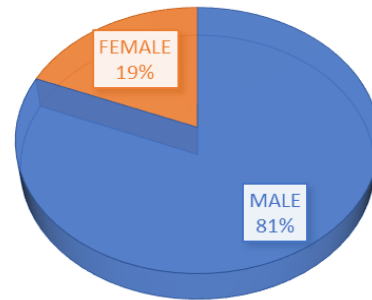
A total of **9 retirement submission** made in Q1

C. RETIREMENT CONVEYED

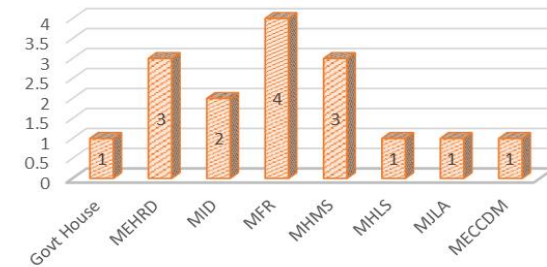
Q1-2026 RETIREMENT CONVEY BY GENDER

MALE	13
FEMALE	3
Q1 TOTAL	16

Q1-2026 RETIREMENT CONVEY BY GENDER



Q1-2026 RETIREMENT CONVEY BY MINISTRY



NOTE:



Q1-2026 RETIREMENT CONVEYED

Q1	16
TOTAL Q1	16

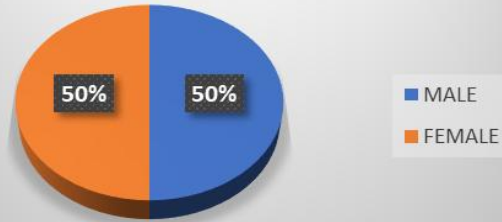
16 officers were given retirement letters in Q1

D. RETIREMENT UNDER MEDICAL GROUND SUBMISSION

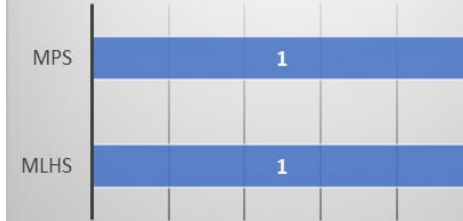
Q1-2026 RETIREMENT U/MG SUBMISSION BY GENDER

MALE	1
FEMALE	1
Q1 TOTAL	2

Q1-2026 RETIREMENT U/MG BY GENDER



Q1-2026 RETIREMENT U/MG BY MINISTRY



NOTE:



Q1-2026 RETIREMENT U/MEDICAL SUBMISSION FOR Q1

Q1	2
Q1 TOTAL	2

2 submissions made for retirement under medical grounds in Q1

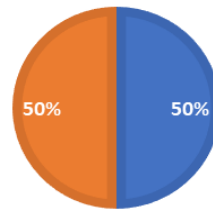
E. RETIREMENT UNDER MEDICAL GROUND CONVEYS

Q1-2026 RETIREMENT U/MG CONVEY BY GENDER

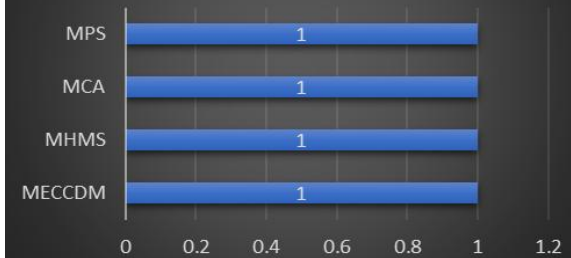
MALE	2
FEMALE	2
Q1 TOTAL	4

Q1-2026 RETIREMENT CONVEYS U/MG BY GENDER

■ MALE ■ FEMAL



Q1-2026 RETIREMENT U/MG BY MINISTRY



NOTE:



Q1-2026 RETIREMENT UNDER M/G CONVEYED FOR Q1

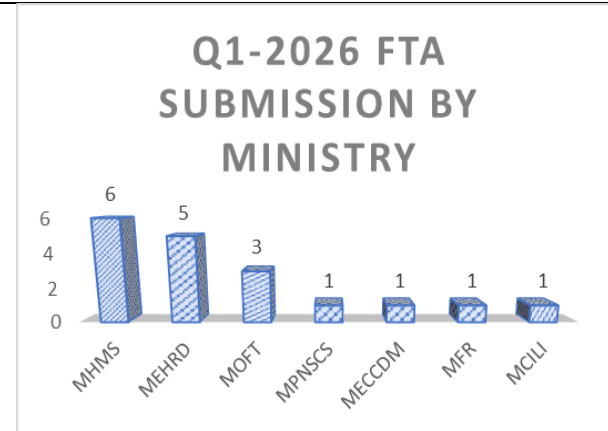
Q1	4
Q1 TOTAL	4

4 officers retired under medical ground in Q1

F. FTA SUBMISSIONS MADE TO COMMISSIONS

Q1-2026 FTA SUBMISSION BY GENDER

MALE	9
FEMALE	9
Q1 TOTAL	18



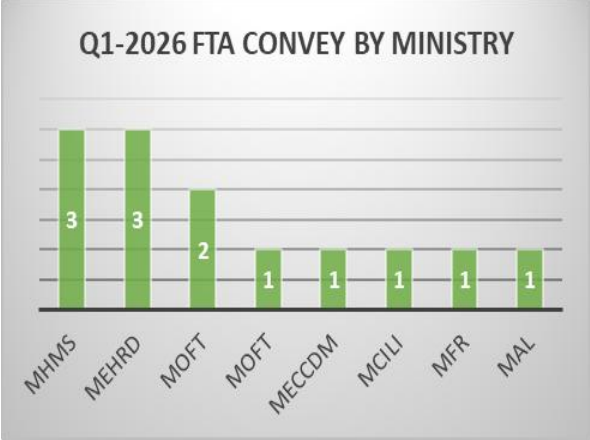
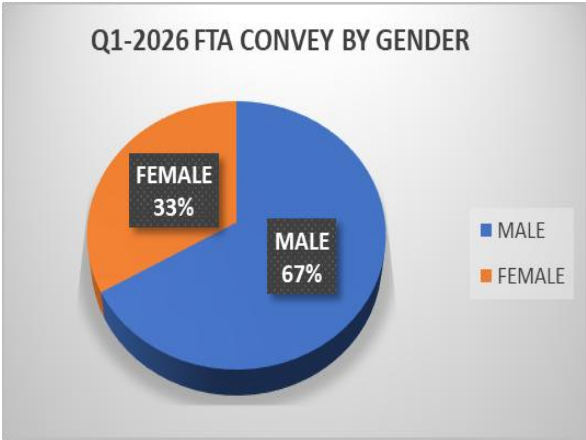
NOTE: ★

Q1-2026 FTA SUBMISSION FOR Q1	
Q1	18
TOTAL Q1	18

A total of **18 FTA submissions** made in Q1

G: FTA CONVEYED

Q1-2026 FTA CONVEY BY GENDER	
MALE	8
FEMALE	4
Q1 TOTAL	12



NOTE:



Q1-2026 FTA CONVEYS FOR Q1	
Q1	12
TOTAL Q1	12

A total of **12 officers** issued with FTA letters in Q1

H. DEFERMENT OF RETIREMENT

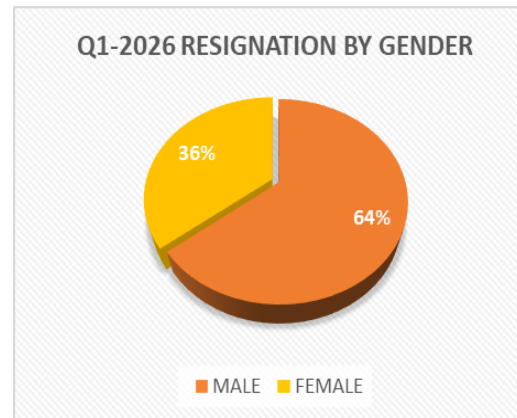


Q1-2026 DEFERMENT OF RETIREMENT FOR Q1
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Q1	3
Q1 TOTAL	3

I. RESIGNATION FROM PUBLIC SERVICEU

Q1-2026 RESIGNATION BY GENDER	
MALE	9
FEMALE	5
Q1 TOTAL	14

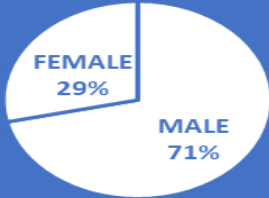


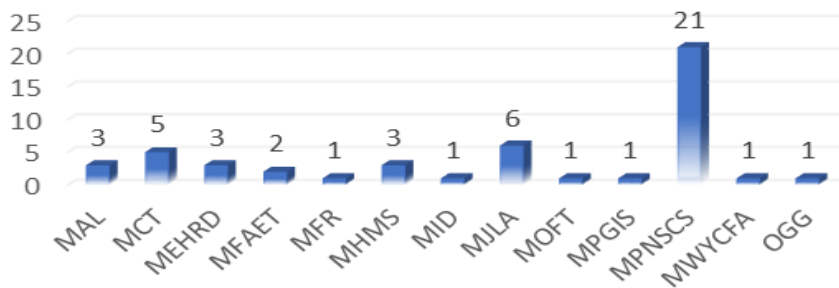
NOTE: ★

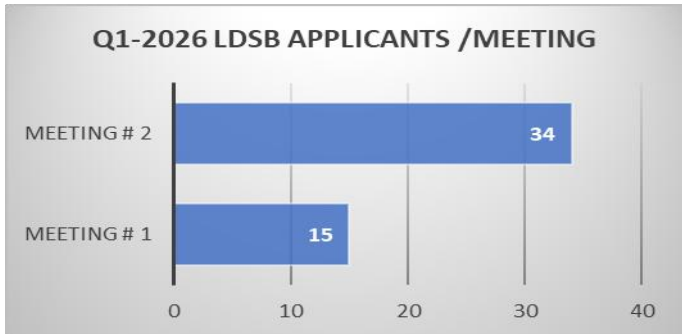
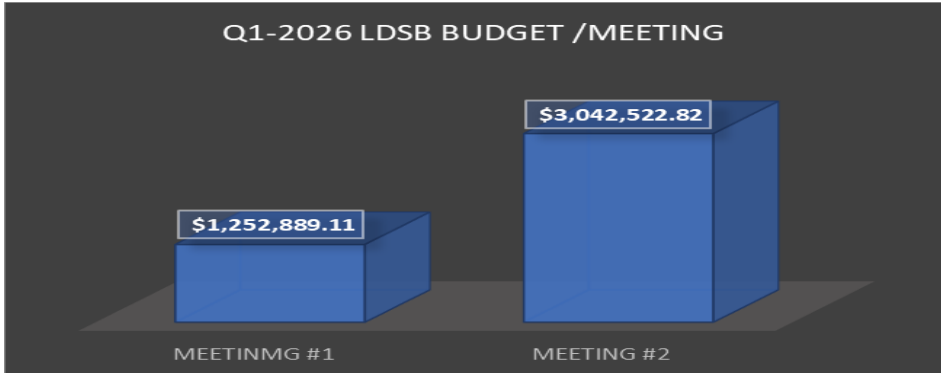
Q1-2026 RESIGNATION FOR Q1	
Q1	14
Q1 TOTAL	14

A total of **14 officers** resigned from public service in Q1

J: TERMINATION.

				<table><tr><th colspan="2">TERMINATION BY GENDER</th></tr><tr><td>MALE</td><td>1</td></tr><tr><td>FEMALE</td><td>0</td></tr><tr><td>Q1 TOTAL</td><td>1</td></tr></table> 1 termination letter issued. K: LONG AND DEDICATED SERVICE BENEFITS (LDSB) <table><tr><th colspan="2">Q1-2026 LDSB APPLICATION RECEIVED</th></tr><tr><td>MALE</td><td>35</td></tr><tr><td>FEMALE</td><td>14</td></tr><tr><td>TOTAL</td><td>49</td></tr></table> Q1-2026 LDSB APPLICANTS BY GENDER <table><tr><td>FEMALE</td><td>29%</td></tr><tr><td>MALE</td><td>71%</td></tr></table>	TERMINATION BY GENDER		MALE	1	FEMALE	0	Q1 TOTAL	1	Q1-2026 LDSB APPLICATION RECEIVED		MALE	35	FEMALE	14	TOTAL	49	FEMALE	29%	MALE	71%	
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			-Type of LDSB application	Q1-2026 TYPES OF APPLICATIONS <table><tr><th>Type of Application</th><th>Count</th></tr><tr><td>CONTRACTS</td><td>9</td></tr><tr><td>DECEASED</td><td>4</td></tr><tr><td>RESIGNATION</td><td>6</td></tr><tr><td>RETIREMENT</td><td>24</td></tr><tr><td>RETIREMENT UMG</td><td>5</td></tr><tr><td>NO JAB NO JOB</td><td>1</td></tr></table>	Type of Application	Count	CONTRACTS	9	DECEASED	4	RESIGNATION	6	RETIREMENT	24	RETIREMENT UMG	5	NO JAB NO JOB	1															
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			- No. of LDSB submission by Ministries	Q1-2026 LDSB APPLICATION BY MINISTRY <table><tr><th>Ministry</th><th>Count</th></tr><tr><td>MAL</td><td>3</td></tr><tr><td>MCT</td><td>5</td></tr><tr><td>MEHRD</td><td>3</td></tr><tr><td>MFAET</td><td>2</td></tr><tr><td>MFR</td><td>1</td></tr><tr><td>MHMS</td><td>3</td></tr><tr><td>MID</td><td>1</td></tr><tr><td>MILA</td><td>6</td></tr><tr><td>MOFT</td><td>1</td></tr><tr><td>MPGIS</td><td>1</td></tr><tr><td>MPNSCS</td><td>21</td></tr><tr><td>MWYCFA</td><td>1</td></tr><tr><td>OGG</td><td>1</td></tr></table>	Ministry	Count	MAL	3	MCT	5	MEHRD	3	MFAET	2	MFR	1	MHMS	3	MID	1	MILA	6	MOFT	1	MPGIS	1	MPNSCS	21	MWYCFA	1	OGG	1	
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			- No. of LDSB Meetings Conducted	<table><tr><td>Q1 TOTAL</td><td>49</td></tr></table> Q1-2026 LDSB APPLICANTS /MEETING <table><tr><th colspan="3">Q1-2026 BUDGET PER MEETING</th></tr><tr><td>MEETINGS #1</td><td>\$</td><td>2,764,120.82</td></tr><tr><td>MEETINGS #2</td><td>\$</td><td>1,727,315.34</td></tr><tr><td>TOTAL BUDGET</td><td>\$</td><td>6,714,909.63</td></tr></table> Q1-2026 LDSB BUDGET /MEETING 	Q1 TOTAL	49	Q1-2026 BUDGET PER MEETING			MEETINGS #1	\$	2,764,120.82	MEETINGS #2	\$	1,727,315.34	TOTAL BUDGET	\$	6,714,909.63	
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			-Total Budget/Meeti ng																

- No of LDSB submissions approved

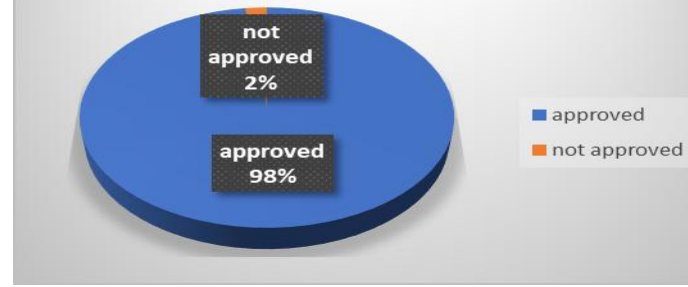
NOTE:



Q1-2026 LDSB COMMITTEE DECISION

Approved	48
NOT Approved	1
TOTAL Q1	49

Q1-2026 LDSB COMMITTEE DECISIONS



Q1-2026 LDSB APPLICANTS

Q1	49
TOTAL Q1	49

A total number of **49** applicants received (Q1). Approved 48 and 1 applicants **NOT approved**

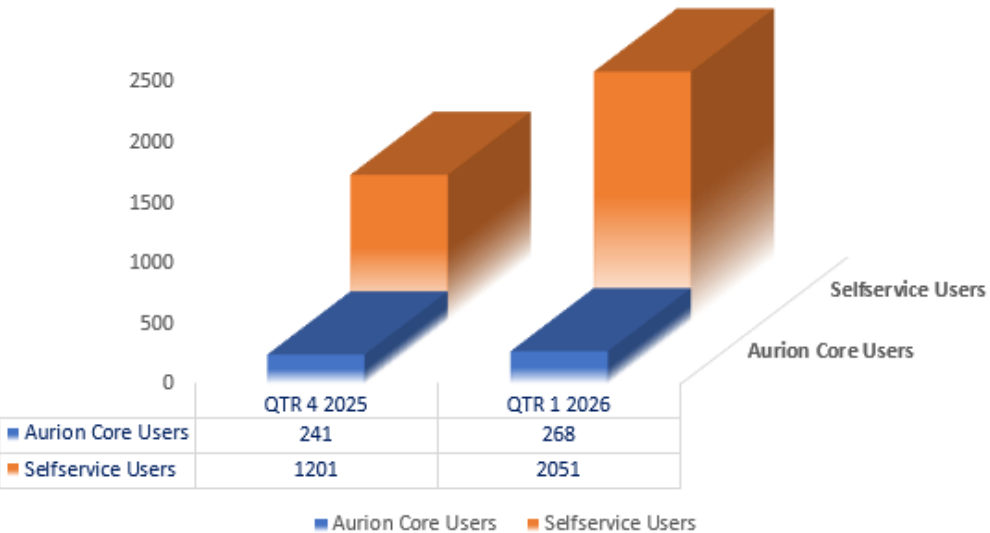
Issues encountered with implementation				How to address the issues	
- Missing P/F when need files to work with - New officers' access to the Aurion System. - Aurion issues – need to update employees information				- Continue liaise with registry staff, use ministry file - Follow up with Aurion - Maintain current number of staff.	

OKRA 13	E-Platforms	Creating highly capable organizations	Develop and Implement E- Learning and Governance Platforms - No. HRMIS Trainings - No. of Admin Officers Trained on HRMIS	As per 2026 workplan no trainings were planned for 2026 due to User Profile Review requirement. Current Aurion Core user know-how from one-on-one limited training provided in house by HRMIS is adequate for the current read only Access purposes. Add, Edit, Update & Delete functions are removed from users due to abuse and subject to review. Training manuals will be reviewed and redesigned along reviewed Access rights based on reviewed Aurion functions for Human Resource Managers, payroll officers and HR process compliance Officials. Aurion access is currently divided into two categories. Aurion core users and self-service access users. Aurion core users includes payroll staff and users comprising the HR component of Aurion including superusers, Aurion Champions, Establishment and payroll staff of ministries and agencies. There is an increase of 850 Self-service and 27 Aurion core users for the first quarter of 2026	
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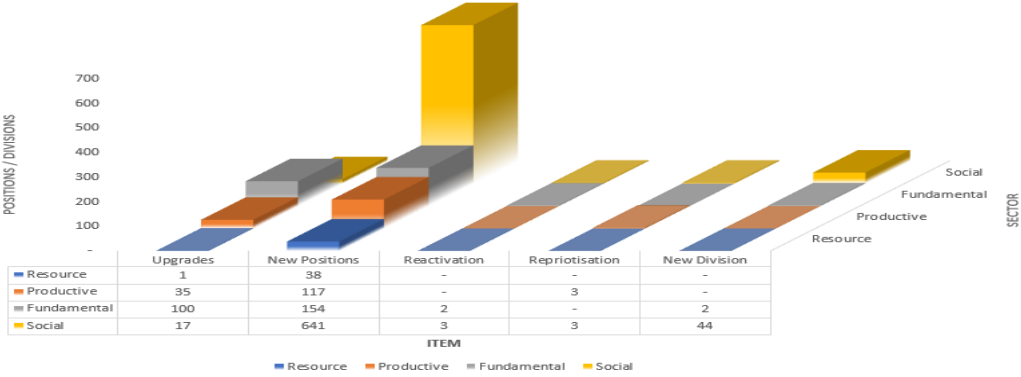
- No. of
Officers
Access
HRMIS

Chart Area

AURION USERS



Recruitment Processing module has not been utilized since its inception more than five years ago. The current HRMIS staff lack adequate Aurion technical capacity to implement such feature. Documentation for the recruitment module is obtained recently and is currently under study for familiarity with its technical and functional specification and assess the potential for implementation within current HRMIS capacity. It cannot be ruled out that Aurion technical Capacity Upgrade would be required to facilitate this module. Arrangements are made with the Aurion Advisor based in MoFT and a meeting concerning the module and overall HR component on the 17th April 2026.

			- No. of Officers applied via HRMIS by type																																
OKRA 14	HRMIS/Functional Review	Creating highly capable organizations	Manage the Establishment Register through the Aurion (HRMIS) system - No. of Establishment restructured through HRMIS System successfully Managed - No. of reprioritize position quarterly or yearly. - No. of reactivated	Approved Restructure tasks for the Ministry Finance and Treasury (Phase 3 & 4), National Parliament Office (Phase 2 & 3), Ministry of Police, National Security and Correctional Services of Solomon Islands (Phase 2), Ministry of Education and Human Resource Development and ESTABLISHMENT STATISTICS - QTR 1 2026  <table border="1"> <thead> <tr> <th></th> <th>Upgrades</th> <th>New Positions</th> <th>Reactivation</th> <th>Reprioritisation</th> <th>New Division</th> </tr> </thead> <tbody> <tr> <td>Resource</td> <td>1</td> <td>38</td> <td>-</td> <td>-</td> <td>-</td> </tr> <tr> <td>Productive</td> <td>35</td> <td>117</td> <td>-</td> <td>3</td> <td>-</td> </tr> <tr> <td>Fundamental</td> <td>100</td> <td>154</td> <td>2</td> <td>-</td> <td>2</td> </tr> <tr> <td>Social</td> <td>17</td> <td>641</td> <td>3</td> <td>3</td> <td>44</td> </tr> </tbody> </table> Solomon Islands Independent Commission against Corruption were managed and restructured through the HRMIS system. Apart from that, adjustments to current ministerial / Agency structures are also successfully structured through the HRMIS system. Please refer below for statistics.		Upgrades	New Positions	Reactivation	Reprioritisation	New Division	Resource	1	38	-	-	-	Productive	35	117	-	3	-	Fundamental	100	154	2	-	2	Social	17	641	3	3	44	
	Upgrades	New Positions	Reactivation	Reprioritisation	New Division																														
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Fundamental	100	154	2	-	2																														
Social	17	641	3	3	44																														

			positions in a year. - No. of Position created		
1. Issues encountered with implementation				2. How to address the issues	
- Aurion Technical Capacity to implement Recruitment module - User profiling for Aurion core users is required to enable HRMIS to develop User Manual for the respective Aurion Core User profiles and execute training. - Ministry and Agencies Structural Realignment in Aurion in line with approved structures and budget parameters.				- Dialogue with Aurion Advisor to seek assistance in terms of capacity development to execute this module - Liaise with Aurion Advisor on review of Aurion User profiles to reflect actual administrative tasks carried out by Ministry / Agency administrative users that could be factored into Aurion reports - Liaise with HRMs in line Ministries on approved structures and the Budget Unit on divisional budget heads and review in Aurion production environment	

OKRA 12	Human Resources Capacity Development	Building Skills, Developing Talents	- No. of Public servants undertaken long term trainings by ministry /Gender per year 2026	-	SPECIFIC MINISTRY/GENDER/TOTAL					
					No	MINISTRY	GENDER		Ministry by officer	
							Male	Female		
					1	MID	1	0	1	
					2	SI National Statistics	1	0	1	
					3	MPNSCS	4	2	6	
					4	MHMS	8	5	13	
					5	MPS	0	1	1	
					6	MOFT	3	4	7	
					7	MEHRD	0	4	4	
					8	MNPDC	1	0	1	

				<table><tr><td>9</td><td>MLHS</td><td>3</td><td>1</td><td>4</td></tr><tr><td>10</td><td>MMERE</td><td>1</td><td>0</td><td>1</td></tr><tr><td>11</td><td>MJLA</td><td>1</td><td>1</td><td>2</td></tr><tr><td>12</td><td>MFMR</td><td>1</td><td>0</td><td>1</td></tr><tr><td>13</td><td>NJ</td><td>5</td><td>3</td><td>8</td></tr><tr><td>14</td><td>MFAET</td><td>1</td><td>0</td><td>1</td></tr></table>	9	MLHS	3	1	4	10	MMERE	1	0	1	11	MJLA	1	1	2	12	MFMR	1	0	1	13	NJ	5	3	8	14	MFAET	1	0	1	
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				SPECIFIC FIELD OF STUDY <table><tr><th>Specific Field</th><th>Count</th><th>%</th></tr><tr><td>Accounting</td><td>7</td><td>13.2%</td></tr><tr><td>Governance & Development</td><td>4</td><td>7.5%</td></tr><tr><td>Human Resource Management</td><td>4</td><td>7.5%</td></tr><tr><td>Criminology & Criminal Justice</td><td>3</td><td>5.7%</td></tr><tr><td>Public Administration</td><td>3</td><td>5.7%</td></tr><tr><td>Dentistry-related specializations (combined)</td><td>10</td><td>18.9%</td></tr><tr><td>Other single-entry fields (e.g., Sociology, Tourism, Policy, etc.)</td><td>22</td><td>41.5%</td></tr><tr><td>Total</td><td>53</td><td>100%</td></tr></table>	Specific Field	Count	%	Accounting	7	13.2%	Governance & Development	4	7.5%	Human Resource Management	4	7.5%	Criminology & Criminal Justice	3	5.7%	Public Administration	3	5.7%	Dentistry-related specializations (combined)	10	18.9%	Other single-entry fields (e.g., Sociology, Tourism, Policy, etc.)	22	41.5%	Total	53	100%				
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				BROAD FIELD OF STUDY <table><tr><th>Broad Field</th><th>Count</th><th>%</th></tr><tr><td>Arts and Humanities</td><td>1</td><td>1.9%</td></tr><tr><td>Social Sciences, Journalism & Information</td><td>13</td><td>24.5%</td></tr><tr><td>Business, Administration & Law</td><td>21</td><td>39.6%</td></tr><tr><td>Engineering, Manufacturing & Construction</td><td>3</td><td>5.7%</td></tr><tr><td>Agriculture, Forestry, Fisheries & Veterinary</td><td>3</td><td>5.7%</td></tr><tr><td>Health & Welfare</td><td>11</td><td>20.8%</td></tr><tr><td>Services</td><td>1</td><td>1.9%</td></tr><tr><td>Total</td><td>53</td><td>100%</td></tr></table>	Broad Field	Count	%	Arts and Humanities	1	1.9%	Social Sciences, Journalism & Information	13	24.5%	Business, Administration & Law	21	39.6%	Engineering, Manufacturing & Construction	3	5.7%	Agriculture, Forestry, Fisheries & Veterinary	3	5.7%	Health & Welfare	11	20.8%	Services	1	1.9%	Total	53	100%				
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Services	1	1.9%																																	
Total	53	100%																																	

QUALIFICATION LEVEL

Qualification	Count	%
Bachelor's Degree	22	41.5%
Diploma	2	3.8%
Master's Degree	18	34.0%
Postgraduate Diploma	11	20.7%
Total	53	100%

COUNTRY OF STUDY

Country	Count	%
Solomon Islands	18	34.0%
Australia	17	32.1%
Fiji	12	22.6%
Papua New Guinea	6	11.3%
Total	53	100%

STUDY RELEASE AND BOND AGREEMENT

No.	MALE	FEMALE	TOTAL
1	7	6	13

No. of qualifications will obtain after completion of training for 2026 scholarship award, Public Sector.

No. of country of study, 2026

			No. of Study release and Bond Agreement facilitated in 2026		
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Institute of Public Administration and Management Quarter 1 Report



Solomon Islands Government
Ministry of Public Service

PUBLIC SERVICE MONITORING, EVALUATION, ACCOUNTABILITY, AND LEARNING FRAMEWORK

INSTITUTE OF PUBLIC ADMINISTRATION AND MANAGEMENT DIVISION

QUARTERLY REPORTING TEMPLATE

Progress and Results Table

RESULT CODE	OUTPUT KEY RESULT AREA	PSTS ACTION	RESULT INDICATOR	QUANTITATIVE AND QUALITATIVE INDICATOR UPDATE REPORT (Look at your divisional mandates, annual work plan outputs and activities, and provide information for this section. It should contain the indicator numbers and an explanation on how you manage to accomplish the results)	Annual Work Plan Activity Output	TRAFFIC LIGHT COLOUR (GREEN, YELLOW, ORANGE, RED)
OKRA 17	IPAM Trainings (Knowledge)	Building Skills, Developing Talents	Design courses relevant to the training needs of the Solomon Islands Public Service at all levels - No. of new training courses designed annually - No. of training courses reviewed	No new courses designed No new training reviewed in Quarter 1	Design and implement IPAM procedures to guide IPAM operations and training Design the Introduction to Microsoft Access	

			and redesigned annually.	Three courses were customized to suit RSIP training needs • Engaging Adult learners • Facilitation Skills • Presentation Skills	manual for public officers Design and Implementation of Localized Women in Leadership Mentoring program	
OKRA 18	IPAM Trainings (Outreach)	Building Skills, Developing Talents	Provide training to public officers both in the Provinces and Honiara - No. of trainings series conducted in Honiara each year. - No. of trainings series conducted in	IPAM L&D prospectus training: 49 scheduled trainings - 5 provincial tours with 10 trainings & 8 online trainings Q1 SCHEDULED TRAININGS <u>Nine (9) trainings</u> were scheduled Honiara - 7 trainings ▪ 6 delivered (KYPS, COC [X2], PMP, PMP [online] MSW, MS Excel) ▪ Mentoring Program for Women is rescheduled for Q2. Q1 REQUESTED AND CUSTOMISED TRAININGS ▪ <u>6 requests for 9 trainings [3 were customised trainings]</u> ▪ Requested trainings are; DWPP, COC, EAL, Facilitation & Presentation Skills, KYPS, PMP, KYPS, COC ▪ Requesting Ministries: 6 - MPGIS, RSIPF, MoFT, HCC Health Department, MFMR and MPNSCS.	Train Public Officers in Honiara and Provinces with the relevant skills & knowledge to enhance work performance	

			each province annually. - No. of officers attended the IPAM trainings series in Honiara and the provinces increase annually	PROVINCIAL TRAINING 2 (Malaita Province) 2 delivered (KYPs, COC) Total Quarter 1 trainings: 18 trainings Total Quarter 1 completed: 17 trainings – 94% Total Trainings rescheduled: 1 training – 5% Total Certified list: 365 <table><tr><td>Master</td><td>391</td></tr><tr><td>Not Master</td><td>16</td></tr><tr><td>Recommended</td><td>424</td></tr><tr><td>Commenced</td><td>365</td></tr><tr><td>Certified</td><td>365</td></tr></table>	Master	391	Not Master	16	Recommended	424	Commenced	365	Certified	365		
Master	391															
Not Master	16															
Recommended	424															
Commenced	365															
Certified	365															
OKRA 19	IPAM Trainings (Delivery)	Building Skills, Developing Talents	Source training programmes from other reputable international training providers, and academic institutions and facilitates the local delivery of those programs - No. of trainings delivered and facilitated by IPAM from reputable	Q1 Consultation and collaboration with ISIA – Professional Diploma in Accounting [PDA] cohort 4 NZFale – Mentoring Program [2 per country annually] - Commence collaboration with UNDP Gov4 res in country coordinator & training specialist – Growing Leadership for Resilience Deve. [GLRD] 6 ministries IPAM involve in public sector training promotion and administration and promotion.	Facilitate accredited trainings and programs for public officers	Two commenced a. Fale Mentoring b. PDA										

			international training providers/institutes.			
OKRA 20	IPAM Trainings (M&E)	Building Skills, Developing Talents	Monitors and evaluate the impacts of training on individual and organisational performance - No. of Evaluation conducted for each course in a year annually.	Reaction and learning evaluation is standard process for IPAM training 12/13: 92% evaluation done	Maintain training quality and standards through IPAM Reaction & Learning Evaluations and MEL framework	
OKRA 21	IPAM Trainings (Resources)	Building Skills, Developing Talents	Provide resources to support course participants - Percentage (%) increase in satisfactory rating in terms of the facilitators' ability to create an effective environment for adult learning annually.	Very to Extremely satisfied: 97% Slightly to moderately satisfied: 3% Very to Extremely satisfied:95 % Slightly to moderately satisfied:5 %	Recruitment of design expert (volunteer) to review IPAM courses	

			- Percentage (%) increase in participant's rating of the quality of the IPAM course materials annually - Percentage (%) increase in satisfactory rating of the relevance of the course content to the needs of learners/trainees annually. - Percentage (%) increase in satisfactory rating in terms of the pace of the training. - Percentage (%) increase in satisfactory response rate in terms of learning environment and facilities annually.	Very to Extremely satisfied: 95.7% Slightly to moderately satisfied: 4.3% Very to Extremely satisfied: 86% Slightly to moderately satisfied: 14% Very to Extremely satisfied: 87% Slightly to moderately satisfied: 13% NB: 0% on Not satisfied		
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OKRA 22	Human Resources Capacity Development	Building Skills, Developing Talents	Provide Public Service Long and Short Term Accredited In-Service Trainings - No. of accredited courses facilitated by IPAM to public officers' increases annually	In Q1 2 courses that are accredited are supported by IPAM for public sector ▪ ISIA – Professional Diploma in Accounting [PDA] cohort 4 ▪ NZFale – Mentoring Program ▪ Growing Leadership for Resilience Deve. [GLRD]	Facilitate accredited trainings and programs for public officers	
OKRA 23	E-Platforms	Creating highly capable organizations	Develop and Implement E-Learning and Governance Platforms - No. of trainings integrated from manual to online increases annually - No. of public officers' access to IPAM online trainings increases annually - No. of provinces access to IPAM	In Quarter 1, one online training was implemented PMP online – 4 days Use of 2 Associate trainers Date: 2nd – 5th February 35 spaces are available 32 registered 19 completed 3 access from province western province	Instructional guidelines and material for the IPAM online learning courses supports online learning	PMP online certification and evaluation yet to be completed

			online training platforms increases annually			
Issues encountered with implementation				How to address the issues		
a. Logistics - Van small capacity (10 seaters only) - Fuel consumption b. Demand for training high vs budget for training is low - Limited capability & capacity to meet training needs of SIG				a. Increase fuel stock b. Encourage requested mode & online training c. Quota for Quarters [3 per quarter]		

Corporate Services Quarter 1 Report



Solomon Islands Government
Ministry of Public Service

PUBLIC SERVICE MONITORING, EVALUATION, ACCOUNTABILITY, AND LEARNING FRAMEWORK

CORPORATE SERVICES

QUARTERLY REPORTING TEMPLATE

Progress and Results Table

RESULT CODE	OUTPUT KEY RESULT AREA	PSTS ACTION	RESULT INDICATOR	QUANTITATIVE AND QUALITATIVE INDICATOR UPDATE REPORT (Look at your divisional mandates, annual work plan outputs and activities, and provide information for this section. It should contain the indicator numbers and an explanation on how you manage to accomplish the results represented by the result)	Annual Work Plan Outputs	TRAFFIC LIGHT COLOUR (GREEN, YELLOW, ORANGE, RED)
OKRA24	Public Service Housing	Motivating the workforce	Coordinate and manage work programs related to staff accommodation	31 officers were under PSRS housing 1st quarter rental paid	Staff Welfare entitlements facilitated (PSRS/PSHA)	
			- No. of staff applied for PSRS/PSHA by Ministry - SIPEU Building project - IPAM building project		Residential & Non-Residential	

OKRA25	Human Resources Capacity Development	Building Skills, Developing Talents	Provide Public Service Long and Short Term Accredited In-Service Trainings - No. of staff attend the training	Long – term training • 4 officers currently on fulltime study (scholarship) • 3 online study mode • 2 officers – part time mode of study – (SINU & USP) Short – term • 3 officers – Cambridge International College • MPS HRD Plan 2026 – 2028 finalized.	Welfare entitlements facilitated (Training)	
OKRA26	Performance Management	Institutionalizing human resource governance	Coordinate and manage the implementation of Performance Management and other related regulations within the Ministry - No. of staff Appraisals being rated by Ministry. - No. of PMP Submitted by Ministry. - No. of Promotions by Ministry	• PMP cycle for year 2025 completed, 28 appraisal forms received. • 28 PMP form facilitated • No promotion submission submitted in Q1 • No upper segment submission submitted in Q1	Welfare entitlements facilitated (Appraisal)	
					Welfare entitlements facilitated (Performance Management Forms)	
					Welfare entitlements facilitated (Promotions)	
					Welfare entitlements facilitated (Upper Segment)	

			- No. of Upper Segment by Ministry			
OKRA27	Office Management (Support to Meetings)	Create a dynamic and lean organization	Provide the relevant Commissions with dynamic secretariat and administrative support roles; - No. of meetings per week - No. of request received – allowances	Few meetings allowance claim outstanding for Q1.	PSC Commission Sitting Allowance	
OKRA28	Financial Management (Budget Process)	Create a dynamic and lean organization	Provision of financial statements to all divisions on funds available, total expenditure and prudent management, of divisional budgets and finances according to relevant laws and regulations.	Monthly financial report provided	Budget Process	

			- No. of financial statements per quarter issued			
OKRA29	Financial Management (Budget)	Create a dynamic and lean organization	Coordination of the Ministry's budgetary processes in accordance with the Public Financial Management Act. - Timely Preparation of Budget Support by each division	Budget review and budget preparation – pending Q2 & Q3	Budgeting	
OKRA30	Office Management (Procurement Support)	Create a dynamic and lean organization	Procurement of equipment, office goods and other services - No. of Inventory undertaken	Inventory recording process underway and continue in Q2	Systems and Filling	
					Procurement /Maintenance of Office Equipment	
OKRA31	Attendance Management System	Institutionalizing human resource governance	Coordinate and manage the implementation of Attendance Management System and other	- Report not complete – need support from ICT 1 report provided in Q1	Management of Attendance Electronic Registry	
					Management of Attendance Electronic Registry	

			related regulations. - No. of Attendance Management Reports published - No. of Staff attendance per month - No. of Staff on Leave Annually - No. of Maternity/Paternity Leave. - No. of Officers on sick leave - No of Officers on Study Leave (Short and Long)	• Officers on Annual Leaves 1st Quarter 2026. Total of 21 Annual Leaves • January – 13 officers • February – 4 officers • March – 2 officers • April – 2 officers • 1 maternity leave • 12 officers reported sick • 4 officers currently on long term study leave	(Attendance Management Report) Management of Attendance Electronic Registry (Staff Attendance) Management of Attendance Electronic Registry (Annual Leave) Management of Attendance Electronic Registry (Maternity/Paternity Leave) Management of Attendance Electronic Registry (Sick Leave) Management of Attendance Electronic Registry (Study Leave)	
3. Issues encountered with implementation				4. How to address the issues		
• Attendance electronic registry not working well – reporting				• Research other options available while working with current service provider to help address the current issue.		